





OVERSEAS NEWS

**Peter Riddell and Peter Norman at the G7 meeting in Washington**  
**US administration gives Latin American debt key priority**

**THE** Group of Seven meeting last week revealed an increased will among the governments of the leading industrialised countries to do more to ease Latin America's foreign debt, coupled to a growing realisation that complex details have to be resolved before any solution.

As Mr Nigel Lawson, the Chancellor, said afterwards, there is a "consensus in principle" that ways must be found to reduce the debt burden by market-oriented means. However, the talks among the US, Japan, West Germany, Britain, France, Italy and Canada found no readily acceptable way to strengthen the existing debt strategy, drawn up in 1987 by Mr James Baker, then US Treasury Secretary.

The Baker plan to encourage private and official financial flows on a case-by-case basis to debtor countries which undertake reforms so as to make their economies more efficient has failed to dispel slow growth and a decline in Latin American living standards.

The Bush administration has made the problem of Latin America's \$470bn (\$270bn) foreign debt a key priority. It fears that fighting democracies south of the US could collapse if the slide in living con-

ditions were to continue. A return of Latin America to sound economic growth could also improve US trade prospects and help cut the US balance of payments deficit on the current account, now at an annual rate of \$100bn.

The French and Japanese governments have each offered a plan to encourage debt reduction through the creation of funds to guarantee interest payments by the debtor countries on long-term securities that they would issue at a discount in place of bank debt. Neither has the support of a majority of the G7 governments.

Japan's plan is considered too complex. The French one has met opposition because it suggests an issue of special drawing rights, the reserve asset of the International Monetary Fund, to create the guarantee fund.

G7 officials will be considering various options before the spring meeting of the IMF's policy-making Interim Committee in two months. European monetary officials say the US Treasury has already toyed with the idea that the World Bank should lend money to debtor nations to enable them to buy back their debt at a discount on the secondary market.

No official confirmation of such an idea was forthcoming after the talks last week, but it highlights many problems raised by debt reduction schemes. It would involve the World Bank in massive commitments for relatively small returns.

It is unclear how such a scheme would be compatible with the existing G7 principle that debt reduction should not transfer risk from private creditors to official lenders. It could also damage the World Bank's credit rating.

For now, debt reduction is most likely to be encouraged by changes in tax and regulatory regimes in the industrial countries, designed to encourage banks to swap their debt for other assets at a discount.

Officials stress that debt reduction is only part of the answer to the problem. It cannot solve the vexed issue of capital flight. IMF figures suggest this might have sent to havens abroad sums equivalent to about half the foreign debt of the capital-importing developing countries.

Debt reduction also does not answer what one senior international official described as "the real question": finding the best mechanism to induce better economic policies in the debtor countries themselves.

**US thrifts rescue to hit private sector**

By Lionel Barber

**PRESIDENT** George Bush will unveil this week a rescue plan for the US savings and loan industry, known as thrifts.

The private sector is likely to bear the brunt of the cost of solving the crisis, which could approach \$100bn (\$57bn).

Mr Bush is due to outline his budget proposals to Congress on Thursday and intends to keep his "no new taxes" pledge in tackling the crisis.

Among a series of options under consideration is an increase in premiums paid by savings and loans institutions, and commercial banks, for government deposit insurance.

The plan is expected to include increased government supervision of the industry, possibly by giving new responsibilities to the Federal Deposit Insurance Corporation.

Mr Preston Martin, a former vice-chairman of the Federal Reserve, said yesterday an insurance premium increase was "probable".

The higher fees for deposit insurance could raise about \$7bn — enough to meet the interest on bonds the Government intends to issue so as to raise funds for a government buy-out of insolvent bodies.

About 350 insolvent savings and loan entities are contributing to industry-wide losses which could be as high as \$1bn



Dole: average taxpayer safe

a month, and need to be liquidated or sold soon.

Senator Robert Dole of Kansas, Republican minority leader in the Senate, said: "It's clear that most of the funds needed to straighten out the problems will come from the savings and loans banks, not the average taxpayer."

The S&Ls have protested that higher insurance premiums will put them at a competitive disadvantage against the uninsured money market funds. The administration and Congress — sensitive to mismanagement and fraud in the industry — are unsympathetic.

**Bush stands by Tower as ethics embarrassments grow**

By Lionel Barber in Washington

**PRESIDENT** George Bush is standing by Mr John Tower, his choice as Secretary of Defence, but persistent reports of womanising and drinking have left uncertain whether the Senate will confirm the nomination.

As the FBI continued its checks of Mr Tower's personal life — renewing an investigation supposed to have been completed some weeks ago — it became clear that the Tower affair has turned into a big embarrassment for Mr Bush.

The new president's efforts to set higher ethical standards than those of the Reagan administration suffered another blow at the weekend.

The Washington Post reported that Mr Boyden Gray, the White House counsel and chief ethics adviser, acted as the paid chairman of a \$500m (\$285m) family communications company during the eight Reagan years that he served Mr Bush as vice-presidential counsel.

White House policy at the time prohibited involvement in outside business interests, though the rules were less clear about the office of the vice-president, where Mr Gray served. He has earned more than \$400,000 from the company over the last five years.

The extensive news reports had exceed House rules and federal law limits on outside income.

Dr Louis Sullivan, whose nomination as Health Secretary is in trouble because of his equivocal views on abortion, has been forced to drop his request to take about \$300,000 in deferred payments from his former employer, the Moorehouse School of Medicine in Atlanta. He has yet to appear for his Senate confirmation hearings.

Mr Tower's problems are more serious. The FBI is checking several allegations, including a specific report concerning his period in Geneva as a US negotiator with the Soviet Union in talks to reduce long-range nuclear weapons.

The renewed FBI investigation has delayed the Senate Armed Services Committee's vote on the Tower nomination. Further postponement could damage him irreparably. Today, the respected trade journal Defence News calls on the Texan former senator to withdraw, saying in an editorial: "The record of Mr Tower's professional life raises substantive doubt that he can perform with effectiveness at a time when defence priorities and the Defence Department are undergoing periods of vital, but delicate, change."



Tower: checks renewed

about Mr Tower and Mr Gray are the clearest indications to date that, after a brief honeymoon, the US press has reverted to its traditional adversarial role towards the administration.

The Bush team has encouraged this through a series of shoddy background checks on Cabinet nominees. Mr Jack Kemp, former Congressman from New York and lately approved as Housing Secretary, had to return several thousand dollars of lecture fees after it was revealed that he

**Credibility of Bush budget deficit strategy on trial**

**EVERYONE** was very polite about the US budget deficit during the discussions on Thursday and Friday. There was, of course, no point in rocking the boat before an address to Congress next Thursday night by President George Bush.

In practice, what this means is that the Bush administration's approach is on trial. The watchword is "credibility", as Mr Alan Greenspan, the chairman of the Federal Reserve, has recently emphasised a number of times.

Scholarship the private views of his closest advisers in Japan and Europe, he has stressed the urgency of further action in relation to the low level of US savings.

To Mr Greenspan, the key is not necessarily the deficit numbers for fiscal year 1990, which will start in October, but the credibility of the spending projections up to the mid-1990s. "Multi-year is what it's all about."

Credibility has two aspects: first, the economic assumptions used; second, whether the proposed spending programmes are likely to be agreed by Congress. This has been illustrated in the contrast between the estimated budget deficit, as put forward by the outgoing Reagan administration a month ago, and the figures used by the Congressional Budget Office.

The former projected a deficit of \$82.5bn (\$58bn) for fiscal 1990, having taken into account the savings on expenditure proposed in the Reagan budget of January 9.

The Office has estimated a deficit of \$120bn — a crucial difference given that the target for fiscal 1990 is \$100bn under the Gramm-Rudman-Hollings law.

The contrast is explained by the more optimistic economic assumptions, notably about interest rates, used by the present administration. Many of the spending cuts proposed by the Reagan team have also been regarded as implausible because they represent programmes which Congress has staunchly defended.

The Bush administration has tentatively embraced its predecessor's economic assumptions as a starting point, though the signs are that, in the revised budget plan Thursday, some of the less plausible expenditure savings will be removed.

Mr Bush told businessmen on Friday that it was important that what was sent to Congress should be "credible", so that world markets will understand that this is the real deal. And, if they do understand it's for real (which doesn't have to happen overnight), then I think we're going to see a very salutary effect on interest rates. So we want to keep the deficit heading downward."

The president knows not only that financial markets will reach a verdict if the package fails the credibility test, but that he cannot rely on continued rapid economic growth to bail him out.

Mr Greenspan believes the administration is too optimistic on long-term growth potential and has said that the Fed's policy will err on the restrictive side because of concern over inflation.

So the two-day meeting of the Fed's Open Market Committee that will start tomorrow is unlikely to see any reason to loosen the monetary squeeze. It is now up to President Bush.

stability in the past two years than in the previous five, countries "should and must" tighten monetary policy if they felt it necessary because of inflationary pressures, he said.

Such an attitude was very close to those of Mr Alan Greenspan, chairman of the US Federal Reserve Board, and Mr Karl Otto Pöhl, president of the Bundesbank.

Mr Pierre Bérégovoy, of France, however, took a less stringent view. He said there was no reason for general concern about inflation. In a swipe at West Germany, where the Bundesbank has raised interest rates twice in recent weeks, he said there was no real inflationary danger when a country had an inflation rate that goes "from 1.4 per cent to 1.6 or 1.7 per cent."

Although the G7 meeting was billed as low-key, most of the ministers and central bankers spent at least 11 hours discussing trends in the world economy and the debt problem. They initiated annual surveillance of each other's economies.

The meeting will have given the US, Britain and Canada, all of which are preparing budgets, the opportunity to consider the international economic environment in their fiscal plans. However, the next G7 meeting two months hence could be of considerably greater significance. Late on Friday, at least one G7 minister was heard to complain that the session last week had not been essential.

**Different approaches shown in G7 meeting**

**THE** WORLD will probably have to wait until the next G7 meeting in two months before it can judge whether the gathering in Washington last week advanced the cause of economic policy co-ordination.

By then, the US budget plans will have been published and exposed to scrutiny by Congress. If they are credible, the G7 will be able to try moving ahead with co-ordination of fiscal as well as monetary policy.

The G7 session last week lived up to expectations and produced no initiatives and no communiqué. The absence of the latter was to signify that G7 meetings are part of an "ongoing process" of co-ordination rather than signs of crisis. The ministers and central bank governors of the US, Japan, West Germany, Britain, France, Italy and Canada accordingly agreed to maintain economic policy co-ordination with the aim to stabilise exchange rates.

After the meeting, differences of approach and attitude among the participants became apparent. Some G7 countries, including Britain, now put much greater stress on combating inflation than on maintaining stable exchange rates.

Mr Nigel Lawson, the Chancellor, who in autumn 1987 produced a "managed floating" plan for still greater G7 currency stability, insisted that getting inflation down and keeping it low was now "absolutely central" to economic policy. While the G7 countries had achieved more exchange rate

stability in the past two years than in the previous five, countries "should and must" tighten monetary policy if they felt it necessary because of inflationary pressures, he said.

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UK NEWS

Provident Life banned from publishing survey

By Eric Short, Pensions Correspondent

PROVIDENT Life Association, the UK member of the Winterthur Swiss Insurance Group, has been banned by Lauto (Life Assurance and Unit Trust Regulatory Organisation) from publishing the results of a survey it carried out.

investment experience, mortality experience or charging structure.

Mr Malcolm Reid, chief executive of Lauto, said the underlying objective of these rules was to prevent life companies using projections as a competitive tool.

He would not comment on Provident Life's circumstances. He said it was Lauto's policy not to comment on the particular circumstances of a member company, if those circumstances could be a disciplinary matter.

Provident Life is holding a press briefing tomorrow when the company "hopes to give a detailed insight into the Competitor Analysis - its aims, methods and findings."

Provident Life offers a commission-free Gold Pensions contract to independent intermediaries, such as accountants, actuaries and solicitors, who are remunerated by fees from their clients instead of by commission. Competitor Analysis was intended to complement the technical information on this product.

Mr Reid would not comment on what action would be taken if Provident Life deliberately or accidentally disclosed information which could be regarded as breaking Lauto's ban.

He admitted that if the proposals of disclosure of charges from the Securities and Investments Board, the main regulatory body for the financial services industry, were implemented, the information for such surveys would be publicly available.

Indeed, Mr David Walker, the SIB chairman, in announcing the proposals, hoped that the media would use the information to publish "league tables" of life company charges.

However, Mr Reid said such proposals would not be operative before 1990 and, meanwhile, the Lauto rulebook applied.

Mr Reid also admitted that five magazines, including Money Management, had permission from Lauto to produce illustration surveys for unlinked products where the life companies produced figures on standard investment assumptions, but used their own charging structure - presumably the format for Provident Life's Competitor Analysis.

However, Mr Reid said the journals were aimed at a specialised readership, and were being provided with information that could be produced by a "diligent researcher."

Taurus is a sign of troubled times to come Clive Wolman on the Stock Exchange plan for settling and registering share deals

THE STOCK Exchange's scheme to overhaul its antiquated system for settling bargains and registering shares by dispensing with share certificates is likely to be blocked by opposition, mainly from banks and registrars.

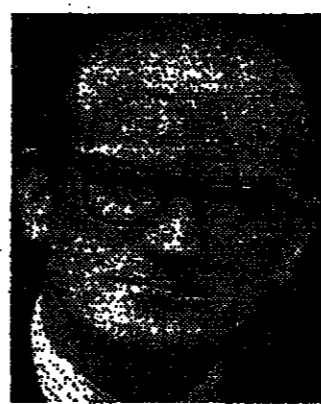
The opposition emerged in strength four months ago, 2 1/2 years after development of the scheme was renewed in earnest. The scheme is called Taurus - the Transfer and Automated Registration of Uncertificated Stock.

The concerns were that: ● Set-up costs might run to more than £40m. ● An unwieldy dual system would operate for a lengthy transitional period.

● The SE bureaucracy and systems staff would have excessive power at the expense of the jobs and profitability of traditional share registrars and custodians - owned mostly by banks.

A steering committee was set up. At this end of this month it is expected to recommend to the SE Council abandonment of the initial, centralised Taurus scheme by which all listed companies' share registers would be held electronically.

Initially Taurus's introduction was scheduled for early this year. The plans were first formulated in 1982, shelved in the three years of intensive



Patrick Mifford Slade: reporting at end of month Taurus managers.

Such a system of centralised, fully-electronic securities administration, under quasi-public control, has been implemented in a few smaller countries such as Denmark and Norway. Setting one up in the UK would be a lengthy process.

It would also create upheaval and upset entrenched interests. The database alone, covering every listed company with its tens of thousands and sometimes millions of shareholders, would be of unprecedented size.

Further, legislative changes would be needed which would raise political issues: which

institution would be empowered to run such a centralised monopoly service? Many have asked if that power should be given to the Stock Exchange, the role of which in the post-Big Bang era has oscillated between a stockbrokers' trade association, a public agency, a utility and a dynamic, competitive, service business.

The difficulty of adopting more of an incremental approach is that the costs of running two systems in parallel, for example certificates for private investors and electronic registration for institutions, are likely to be prohibitive. Even allowing share certificates to be held by individuals until there is a sale and ownership is transferred would mean retaining a dual system for several years.

Two other options are being reviewed by the 13-man steering committee chaired by Mr Patrick Mifford Slade, of Cazenove, and comprising representatives of securities firms, registrars, institutional investors, listed companies and clearing banks.

One option, which best serves the interests of the registrars and custodians, would be to give them a continuing role in running a decentralised system of electronic share registers, albeit co-ordinated and controlled by the SE.

The most limited option would be to extend the role of Scotiabank, the SE's central nominee service which already serves as an electronic share register for stock held by market-makers.

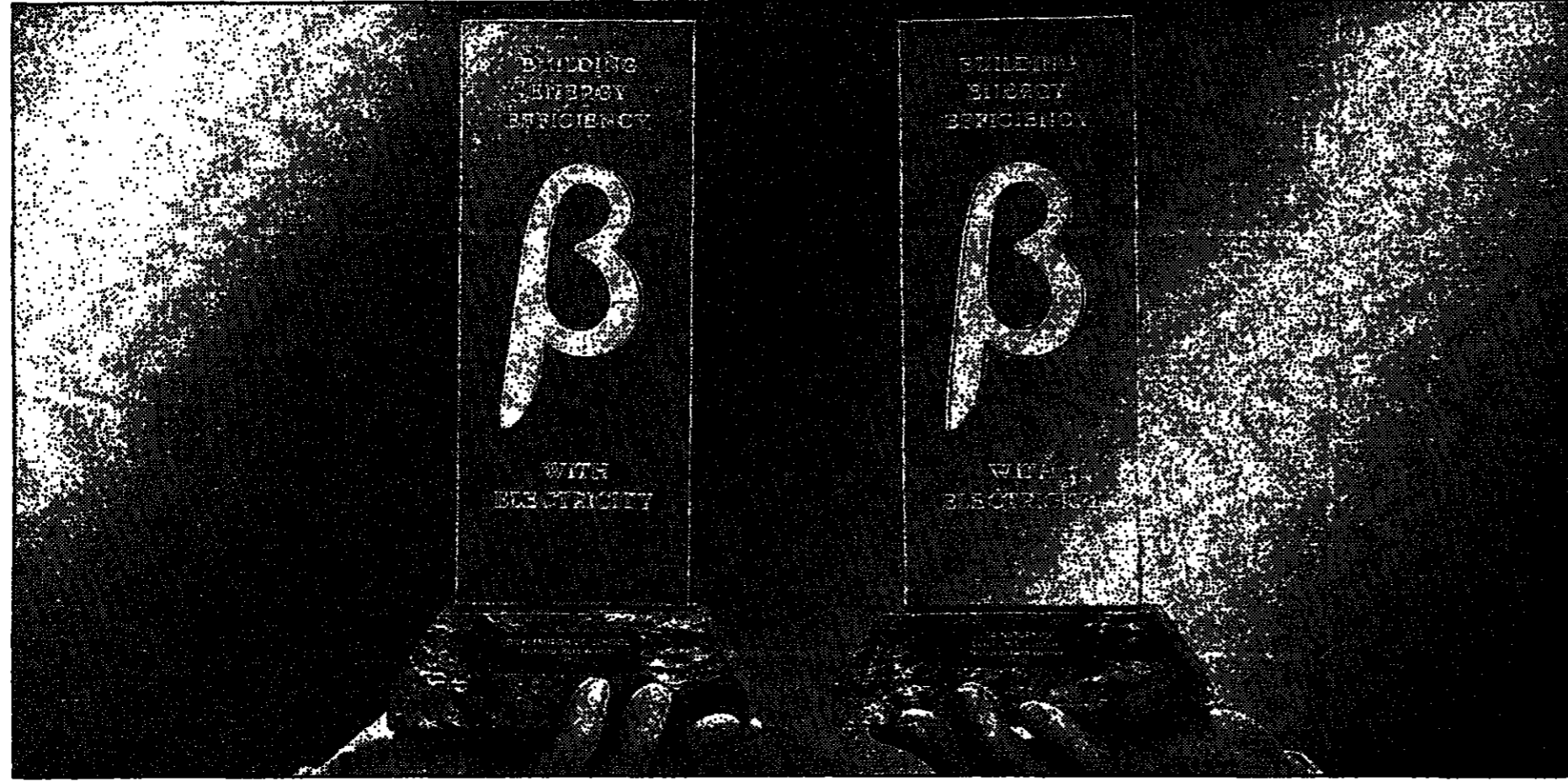
Its facilities could be offered to other securities firms, as a few of them, led by Barclayshare, have already been demanding, and also to institutional investors and to the clearing banks and other firms running large nominee services for private clients.

The last option's attraction is that it could be implemented fairly swiftly. Its drawback is that it would accelerate the process by which an increasing proportion of shares is held through nominees. The current proportion is about 40 per cent. This would make the identity of the beneficial shareholders of a public company more difficult to unravel.

Such considerations mean that the committee is most likely to recommend a hybrid solution, based primarily on the second and third options, with a view to implementing the reforms in under 18 months.

What is certain is that the ambitions of the SE's systems staff, to introduce a centralised system for transferring and registering the shares in all UK quoted companies, have been dashed, at least for this century.

ELECTRICITY SALUTES ITS CHAMPIONS



Those who champion the cause of energy efficiency by using electricity are duly rewarded.

National Beta Award winners for 1988 are a superstore and a school (the name Beta combines B for buildings and eta, the Greek letter for efficiency).

But all the other 350 entrants are winners too. To qualify, they have had to demonstrate significant energy savings and improved amenities and environment through the cost-effective use of electrical techniques.

THE ALL-ELECTRIC SUPERSTORE

The 1988 national winner for buildings over 1,000 square metres is the all-electric J Sainsbury plc superstore at Burpham near Guildford, Surrey.

The air-conditioning system, combining heat pumps, heat recovery and chilling units, has cut energy costs by 30 per cent compared with similar stores - saving an estimated £42,000 a year.

It also provides a better environment for

customers and staff. The installation has been so successful that Sainsbury's have incorporated similar systems into all their new superstores.

UNDERGROUND WATER HEATS SCHOOL

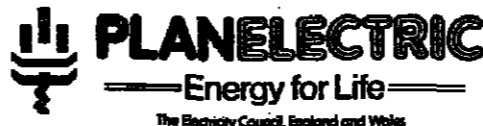
The Beta Award for buildings under 1,000 square metres goes to Dickleburgh V.C. School, Norfolk.

Sophisticated energy-saving techniques have reduced energy costs to less than half the target figure for primary schools.

Two electrically driven heat pumps make use of water at 10°C from a borehole into the water-bearing chalk stratum to provide hot water for central heating. The heat pumps provide 3.5 units of heat for every unit of electrical energy used.

If your building is saving money with electricity, you could be a Beta Award winner too.

Ask the Energy Marketing Manager at your Electricity Board for more information about the 1988 winners and how to enter this year's competition.



The Electricity Council, England and Wales

Student loan plans 'should be scrapped'

By David Thomas, Education Correspondent

THE GOVERNMENT should scrap its proposals for student loans and instead introduce a system giving parents tax relief on bank loans to cover student maintenance, according to Mr Christopher Johnson, chief economic adviser to Lloyds Bank.

Mr Johnson, writing in the bank's economic bulletin, is highly critical of the proposals for subsidised commercial loans to cover part of a student's maintenance from October 1989.

He argues that the system would discourage people from low income families from entering higher education, would tempt students to get deep into debt, and would increase public spending in the short term. Because of the administration involved, the proposals are unattractive to banks.

Mr Johnson's paper reflects the irritation felt by the high street banks at the Department of Education and Science's failure to consult them fully before its scheme was published.

"The DES evidently assumed that the banks were so keen to gain student customers that they would subsidise the operating costs," Mr Johnson writes. His alternative scheme would have three main elements:

● An 18 per cent increase in student grant to return it to its real level in 1978-79.

Arguing that "it is time to recognise that students have had a poor deal," Mr Johnson calculates that there has been a 20 per cent real decline in student grants plus parental contributions since 1962, in spite of a two-thirds increase in national wealth.

● Banks should be able to lend parents their statutory contribution to student maintenance on commercial terms but with tax relief on interest. Mr Johnson argues that many parents are already funding their children's education by extending their mortgage, on which tax relief applies.

● A fall-back government loan facility, much smaller than presently proposed, for students whose parents are unable or unwilling to pay their statutory contribution.

Mr Johnson also opposes plans to withdraw social security benefits from students, on the ground that housing benefit helps deal with the wide variations in student lodging expenses. He calculates that his proposals would cost less than the Government's plans initially, though more in the medium term.

Editorial Comment, Page 12

Rover recruits extra 100 workers at Swindon plant

By John Griffiths

ROVER GROUP is recruiting a further 100 workers at its main car body pressings plant at Swindon, Wiltshire, to help fulfil a contract under which Rover will supply Renault, the French manufacturer, with panels for the 21, its main volume saloon.

The contract is worth about £5m a year, relatively small by motor industry standards. However, according to Rover Group, "opportunities for further business are being explored by both parties."

The contract is to provide Renault with 20,000 front and rear door inner panels a week, with deliveries to Renault's Sandouville plant, where the 21 is produced, starting in about two weeks.

Initially, Renault itself is to supply the 180 tonnes of steel a week needed for the contract. However, the intention is to switch to a UK steel supplier as soon as possible.

The contract provides further minor underpinning to the viability of Rover's Stratton St Margaret plant on Swindon's outskirts, where 3,000 people are employed.

The facility meets the majority of Rover's needs for pressings, although body panels for the Montego, Maestro and Mini are still being made at Rover's pressings plant at Lianelli, South Wales.

However, Rover is negotiating to sell the Lianelli plant to Camford Engineering, the Midlands-based industrial group. It plans to source all of its pressings requirements - including those for the B3 saloon range - to be launched in a few months - from Swindon.

These activities are expected to compensate for a decision by Jaguar to change the sourcing of its bodies from Rover to a joint venture company which Jaguar has established with GKN.

Rowntree trust to probe effects of takeovers

By David Waller

THE Joseph Rowntree Memorial Trust is funding a research project into the effects of takeovers on local communities.

From 1984 until last summer, the charitable trust was the biggest shareholder in Rowntree, the York-based confectionery company which was taken over by Nestlé, the Swiss foods group, after a protracted bid battle.

According to Sir Donald Baron, the trust's chairman and a former chairman of Midland Bank, the aim of the project will be to look at: ● The effects on the regions of the removal of the ultimate decision-taking powers of large organisations.

affected by the departure of well-qualified "community" orientated staff.

● How the change in control of large international companies such as Rowntree affects the public and national interest.

● Whether the current legislative framework for mergers and takeovers is satisfactory.

● The effects and mechanics of "dawn raids" - stock market operations whereby a predator can swiftly acquire a large holding in its target company.

The trust was endowed with shares by Joseph Rowntree, the philanthropic 19th century proprietor of the company. It supports independent research into housing and social policy issues.

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UK NEWS

# Ernst & Whinney drops head of consultancy team

By Richard Waters

ERNST & Whinney has become the latest in a line of leading UK consultancy firms in recent months to drop the head of its management consultancy division abruptly.

The departures reflect disquiet below the surface in what has been a spectacularly successful area of business for the consultancy firms.

Several have grown their management consultancy arms to such an extent that they now rival their traditional audit and accountancy business. But the pressures created by this growth have exhausted the management ability of some firms.

Ernst is parting company with Mr Gareth Jones, a former main board director of management consultancy Booz Allen, who was brought in three years ago to run Ernst's UK consultancy business.

Mr Elwyn Killege, Ernst's UK senior partner, said Mr Jones had achieved the targets set for the consultancy division, which have included more than doubling its fee income to around £12m.

However, when pressed he said that Mr Jones's successor was better suited to handling the firm's development in the future. But he added: "You put

it negatively, whereas I would prefer to put it positively."

Mr Jones is being replaced by Mr Clint Alston, an American who moved to London last summer to spearhead the development of Ernst's information technology practice across Europe.

The firm said at the time that its intention was to keep Mr Alston's operations completely separate from the UK management consultancy business.

Coopers & Lybrand also recently dropped its head of consultancy, Mr David Miller. He was replaced by Mr Peter Allen, an accountant and the firm's overall managing partner.

Mr Brandon Gough, Coopers' chairman, denied that Mr Miller had been demoted or that there had been problems with the consultancy division, the largest of its type in the UK, with the income of £54m in the year to September 1988.

However, Mr Miller has returned to client work and no longer has any management responsibility.

A third firm, Spicer & Oppenheim, also quietly dispatched its head of management consultancy, Mr Tim Bishop. He has been replaced

by Mr Alan Hodgart, a former strategic consultant from Deloitte Haskins & Sells, another consultancy firm. Mr Bishop himself once worked for Deloitte, before moving on to run the UK management consultancy divisions of Arthur Young and then Spicer.

Arthur Young, for its part, replaced a former head of consultancy, Mr Keith Stein, about two years ago. Mr Stein still works for the firm as head of its internal strategy unit.

The firm reduced the range of its management consultancy services after replacing Mr Stein.

The changes indicate that growth has not been painless. The pace of change in some firms has outstripped even the consultants' ability to run their own businesses effectively.

According to the top consultant at one of the largest consultancy firms: "The growth is a huge problem both in terms of keeping up profits and, more particularly, in the way people are developed. You just can't build your management fast enough, and quality suffers."

"We have deliberately put a ceiling on our growth as a result."

# Labour lists hospitals likely to opt out of NHS

By Charles Hodgson

THE LABOUR PARTY today launches its counter-attack on the Government's proposals for fundamental reform of the National Health Service with the publication of a list of more than 300 hospitals, which the opposition claims are marked to "opt out" from the NHS.

The list, which covers many leading hospitals, is based on Labour's interpretation of the white paper's provision that large general hospitals would be encouraged to apply for self-governing status as NHS hospital trusts.

According to Ms Harriet Harman, Labour's health spokeswoman, the party will seek to ensure that opting out "is exposed as a risk to the health of the community and patients everywhere."

"We will target every district which is threatened with losing its local hospital by opting out," Ms Harman said.

Labour argues that the opting out proposals will mean that the quality of care will decline as hospitals cut corners to compete for district health authority contracts and that hospitals will be obliged to provide only core services, forcing local people to travel elsewhere for treatment.

It also claims that wages in opted out hospitals could fall below NHS levels, leading to loss of staff, and that many hospitals may decide not to provide non-emergency services, such as kidney dialysis and diagnostic tests.

Mr Kenneth Clarke, Health Secretary, has firmly rejected the claim that the white paper is a prescription for privatisation of the NHS.

Yesterday, he reiterated his opposition to general tax relief for those choosing private health care outside the NHS. He defended the Government's plan to provide tax relief for the elderly taking out private health insurance, arguing that this would help reduce waiting times in the NHS.

"I see no general case for tax relief... I believe in low taxation where people decide how to spend their own money," Mr Clarke told BBC TV's *On the Record*.

# Peacock attacks ITV franchise proposal

By Raymond Snoddy

THE PEACOCK Committee, one of the main influences on the Government's radical new broadcasting policy, yesterday attacked proposals to grant ITV franchises automatically to the highest bidder.

The criticism in evidence submitted to the Home Office reflects growing and widespread opposition to the proposal in the white paper on broadcasting published in November that commercial licences should go to the highest bidder after applicants had passed a "quality threshold."

The committee, which reported on the future financing of British broadcasting in July 1986, advocated, by a majority of four to three, a form of competitive tendering for commercial television licences.

But the committee emphasised that the Independent Broadcasting Authority should have the right to reject the highest bid if another company offered more "value for



Professor Alan Peacock, pondering plans for ITV

are unanimous in believing that that safeguard ought to be restored. Further we do not believe that the winners of the forthcoming tenders should be granted franchises in perpetuity, which is the likely outcome of the white paper proposals."

The submission was signed by six committee members although Professor Sir Alan Peacock, who was ill when it was drawn up, said he fully supported its conclusions.

The committee also warned the Government that it would be wrong to remove the automatic linking of the BBC licence fee to the retail price index after 1991 as the white paper suggests. The Government says the licence fee could be based on a less than full RPI basis to reflect the BBC's ability to supplement its income from subscription.

The committee said the BBC should move to subscription as soon as possible but thought this could not take place before

1996. "A premature reduction of the licence fee will have damaging effects both on BBC television and on BBC radio," the submission to Mr Douglas Hurd, the Home Secretary said.

The committee members, who include Professor Alastair Hetherington, former editor of *The Guardian*; Lord Quinton, the academic; and Mr Samuel Brittan, chief economic commentator of the *Financial Times*, also called on the Government to implement their first recommendation. This was that all new television sets should be fitted with a special socket that makes it easier to receive subscription television. The Government believes this should be left to industry.

The committee position on both auctioning and the indexation of the BBC licence fee could have a considerable influence on the content of the broadcasting bill the Government plans to introduce this autumn.

# Labour to debate arms policy

By Charles Hodgson

LABOUR'S defence policy review committee meets tomorrow to discuss last week's fact-finding visit to Moscow by a delegation preparing the ground for a rethink of the party's controversial commitment to unilateral nuclear disarmament.

The meeting will not take any firm decisions but will receive a full written report on the talks with senior Soviet defence and foreign ministry officials.

The message that appears to have emerged from Moscow is that while there may be a role for unilateral gestures by a future Labour government, Britain should take part in multilateral talks covering both nuclear and conventional weapons.

This will be particularly welcome to Mr Neil Kinnock, the party leader, who has made clear his desire to replace the electorally-unpopular commitment to unilateral disarmament with a more flexible non-nuclear approach. This would leave open the full range of multilateral, bilateral and unilateral disarmament options.

There were signs at the weekend of a wider shift in opinion within the Labour Party towards this more flexible approach.

The influential transport union, whose unilateralist leader Mr Ron Todd was part of the Moscow delegation, is thought likely to review its stance as evidence mounts that support for unilateralist policies may be waning

among union members.

Mr Todd was instrumental in defeating a resolution leaving open multilateral, bilateral and unilateral options at last year's Labour conference in favour of a reaffirmation of strict unilateralism.

The Conservatives hold an 11-point lead over Labour, according to a MORI poll in the *Sunday Times*. This is the biggest Conservative lead since August and the same margin which gave the Tories a 101-seat majority in the 1987 General Election.

Latest ratings (with last month's equivalent figures in brackets) are: Conservatives 47 per cent (46); Labour 36 per cent (36); Democrats 8 per cent (6); SDP 5 per cent (7); Others 4 per cent (5).

# Young defends Government merger criteria

Financial Times Reporter

THE GOVERNMENT operates a clear and consistent policy on monopolies and mergers based on the implications of a potential bid for fair competition, Lord Young, the Secretary for Trade and Industry, insisted yesterday.

Responding to criticism that the Government lacked a coherent approach reflected in a survey of leading financial advisers, Lord Young said: "It [the policy] is absolutely clear; it is about competition."

The survey, carried out by Channel 4's Business Programme, covered the top 20 financial advisers in the UK mergers and acquisitions field.

It cited City confusion over the referral of bids such as Elders for Scottish & Newcastle, where analysts felt there was no threat to competition, and the decision not to refer the Nestlé takeover of Rowntree, in spite of concern over Swiss non-reciprocity.

Lord Young rejected suggestions that ministers were sometimes guided by political issues and said every takeover was different, so competition implications varied with each bid.

# Poor advice 'costing housebuyers £680m'

By Eric Short

HOUSEBUYERS are losing an estimated £680m a year by cashing in their mortgage endowment policies when they take out a fresh mortgage or when they rearrange existing mortgages.

The Institute of Insurance Brokers says this represents an unnecessary loss for the majority of housebuyers.

The institute criticises banks, building societies and remortgage firms for giving poor advice to housebuyers so they can collect higher commissions on new policies. Commissions range from £550 to £1,200 for each new contract.

About 80 per cent of all housebuyers use endowment mortgage policies to repay mortgages. When they take out a new mortgage, usually for a higher amount, the lender persuades them to cash in their existing endowment and take out a fresh one. However, if the cash-in occurs within three or four years of effecting the contract, the housebuyer usually receives less than the premiums paid. This is unnecessary because life companies will

# More pressure on Currie to testify to MPs

By Our Political Staff

FRESH MOVES are expected at Westminster today to force Mrs Edwina Currie, the former health minister who resigned amid the row over the disputed health risks of salmonella in eggs, to appear at a Commons inquiry into the affair.

The Labour Party is to table a motion compelling her to appear before the Commons agriculture committee which is due to hear evidence from Mr John MacGregor, Agriculture Minister, and Mr Kenneth Clarke, Health Secretary, on Wednesday.

Mrs Currie has twice declined to give evidence to the committee. However, Tory and Labour MPs' pressure on her has increased substantially following reports that she is preparing a book on the affair and has been given access to health ministry documents unavailable to the committee.

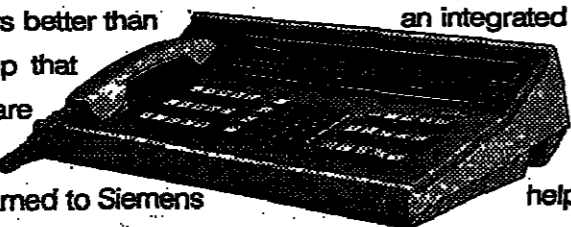
Mr Jerry Wiggin, the Tory chairman of the committee, said the fact Mrs Currie was writing a book about the salmonella matter would be a material factor in the committee's decision on whether to seek to force her to appear.

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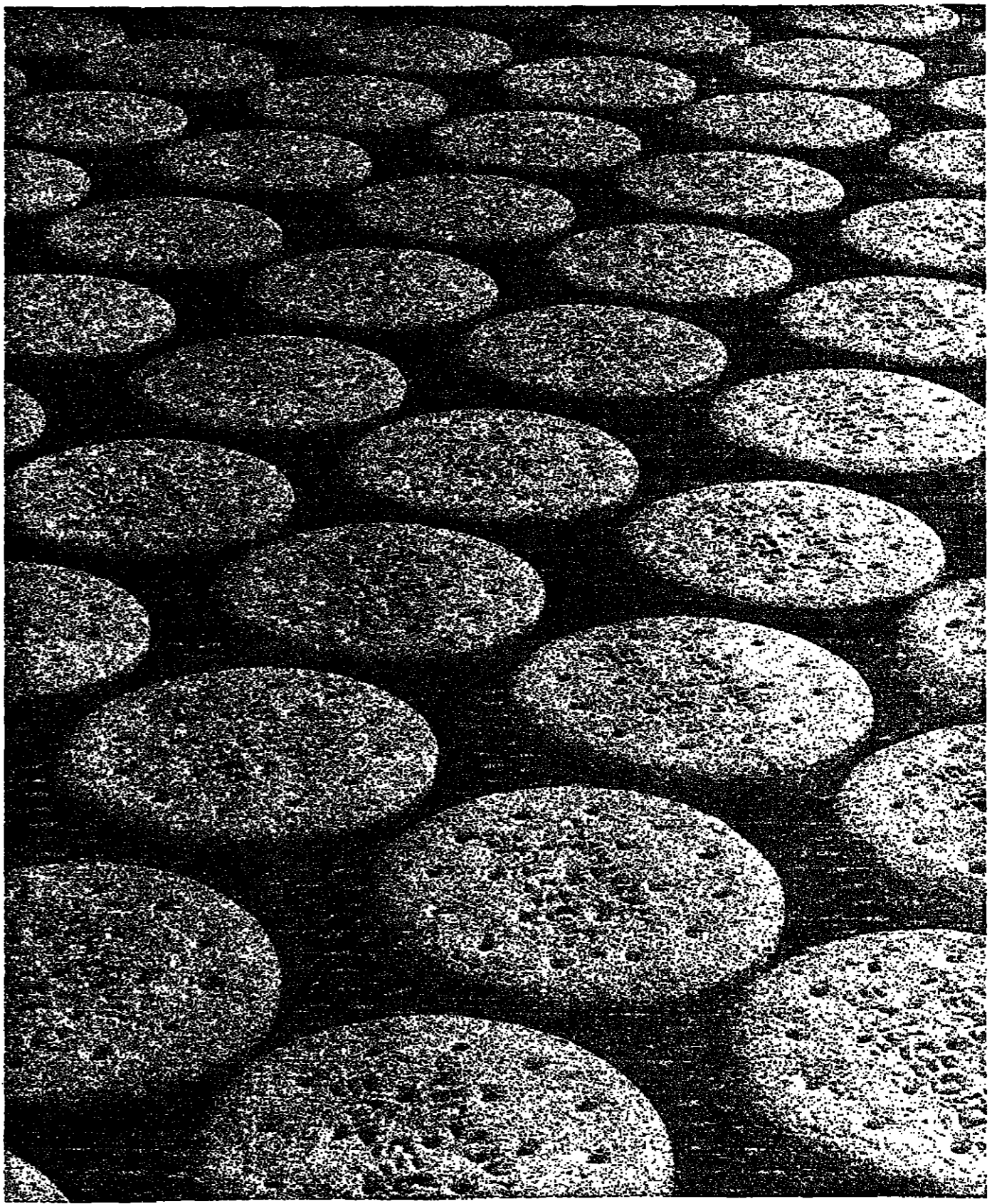
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February 6 and 13, 1989

## UK NEWS

Murdoch venture sets out to win 'imagination of the nation'  
Sky TV meets its first deadline

By Raymond Snoddy

MR RUPERT MURDOCH ushered in "television's new age" in the UK yesterday as four of his planned six channels of satellite television were launched on schedule on the Astra satellite at 6pm.

"This is the television revolution. A revolution in quality. A revolution in quantity and choice," said the portentous voice on the two-minute introduction to all four channels before Sky channel, the entertainment service, Sky News, Sky Movies and Eurosport went their separate ways.

Mr Murdoch, the chief executive of News International, was more restrained when he spoke about his very own television revolution in Sky Television's new headquarters at Isleworth, West London.

"We will be proud, perhaps, in a year or two when we have managed to win the imagination of the country," said Mr Murdoch, who will add an arts channel and in a joint venture, the Disney channel, by the summer.

In a carefully-worded statement, the satellite company claimed yesterday: "More than 600,000 homes will be able to

see Sky's opening night via cable TV or home dishes in the UK and Irish Republic."

Most of them, in fact, will be able to see only one Sky channel with programmes ranging from country singer, Dolly Parton, at 6.30pm to a Mozart violin concerto at 3 am.

For the main service, with half-hour news programmes on the hour through the day and night, and films, such as *The Color of Money*, the potential audience consisted of 55,000 subscribers to modern cable networks, 7,000 existing satellite dish owners, plus the few hundred able to buy the new 90-centimetre dishes just now beginning to trickle into the shops.

Mr Murdoch said manufacturers would produce 2.1m receivers this year and Mr Alan Sugar, the chairman of Amstrad Consumer Electronics, was now in Japan to ask his suppliers to add a night shift.

Mr Murdoch said that in addition to cumulative losses in six years of running Sky Channel of £40m, an additional £25m had already been spent to bring Sky Television to yester-



Rupert Murdoch yesterday: 'This is a revolution'

day's launch.

It was entirely his fault that satellite dishes had not been in the shops on time, Mr Murdoch said he had believed he could run a free film channel for two years, but found he had to turn it into a subscription channel much earlier because of the opposition of the Hollywood studios. This led to a change in design in the equipment and a hold-up in manufacture.

As Sky Television went on the air, Mr Bryan Gould, Labour's industry spokesman, wrote to Lord Young, the Trade and Industry Secretary, asking him to refer all Mr Murdoch's media interests in the UK to the Monopolies and Mergers Commission. Apart from the six television channels he will control by the end of this year, Mr Murdoch owns five national newspapers.

Mr Murdoch was in relaxed form dealing with questions yesterday. Would the Sky venture, expected to cost £150m this year, push News International into immediate loss? "No," said Mr Murdoch.

How long would Mr Andrew Neil be both chairman of Sky and editor of the Sunday Times? "As long as his energy holds out," said his proprietor.

Wasn't he just importing a lot of poor-quality American television, asked the man from the Guardian newspaper.

Watching American programmes was a lot better than coming home late at night and finding nothing to watch but snooker.

## BT expected to face competition from Mercury nationwide

By Hugo Dixon

MERCURY Communications seems certain to be allowed to compete with British Telecom for customers across the whole of Britain, after a decision by the Office of Telecommunications, the industry watchdog.

The decision is the latest attempt by OfTel to inject more competition into the UK's telecommunications markets. Four and a half years after its privatisation, British Telecom still dominates the industry, earning about a hundred times as much revenue as Mercury, its only rival.

One of Mercury's most bitter complaints has been that BT has been trying to keep it out of the market. As a result, only half the country has access to its service, the company claims.

An OfTel executive said at the weekend that it had decided that the interconnect agreement applied across the whole of the country. BT would, therefore, have to open up its network to Mercury on the terms set out in the agreement. BT refused to comment.

OfTel's decision - unless challenged successfully by BT - will mean that anybody in Britain will be able to switch to Mercury for long-distance

calls. The dispute has flared up because Mercury's network is not nearly as extensive as BT's. Instead of putting a telephone line into every home and office in the country, it has concentrated on building a long-distance network linking cities.

As a result, Mercury can connect only a handful of customers to its network directly. Most of the time, it has to rely on BT to carry a call from the customer's premises to its network.

For this, Mercury pays BT a fee set by OfTel at a sufficiently low price to encourage competition. The whole matter is set out in a complex document called the "interconnect agreement."

Last year Mercury complained to OfTel that BT was breaking this agreement by refusing to connect customers in half of the country. It said it was having to reject many potential customers and its capacity to compete was being damaged.

BT, in turn, said that the interconnect agreement applied only when Mercury's network was close to the customer it wanted to connect.

## Privatisation plans for water threatened by leap in charges

By Richard Evans

THE GOVERNMENT'S water privatisation plans were in disarray last night as ministers faced threats of increases in charges of up to 50 per cent from statutory water companies.

Industry leaders also gave warning yesterday of a significant drawback in the privatisation legislation that would make the authorities much less attractive to investors.

The 29 statutory water companies, which supply a quarter of all households in England and Wales, announced they were planning to put charges up by at least 30 per cent, and in some cases 50 per cent, to meet the challenge that privatisation will involve.

Mr Michael Howard, Environment Minister in charge of the water industry, immediately summoned water com-

pany chiefs to explain why they intended to raise charges by more than the average of less than 10 per cent imposed on the state sector water authorities by the Government only last week.

The drawback in the privatisation provisions will be disclosed tomorrow when details are due to be announced of a guaranteed standards scheme under which water providers will have to pay a customer £5 a day if they fail to provide a water supply.

No penalty will be incurred if an incident is outside the control of the water supplier, but crucially, these excisions do not include strike action.

Industry leaders have pointed out to ministers that this means that a privatised company could face financial catastrophe after a strike of

only 10 days.

The Environment Department said if the water authorities and the statutory companies were to act commercially "they have to take normal commercial risks."

Mr Howard's anger was triggered by a statement yesterday from the Water Companies Association announcing the big rise in charges from April 1 in order to be financially as strong as possible before the new regulatory regime is imposed with the flotation of the 10 water authorities in November.

Mr Michael Swallow, director of the association, said the Government was putting shareholders first instead of customers, and the companies could fund their capital programmes only by raising charges.

## Companies have 'severe' labour hiring problems

By Jimmy Burns, Labour Staff

BRITISH companies are facing continued widespread recruitment difficulties. A survey of 3,000 companies published today finds that 65 per cent of those in the manufacturing sector and 55 per cent in the service sector had problems recruiting the right labour.

Some employers may have been cutting back in a less-secure economic climate. "Recruitment difficulties are no longer the preserve of certain regions. They are now a severe problem throughout the UK," the Association of British Chambers of Commerce says in its survey report.

It suggests that while shortages remain particularly acute among clerical and unskilled labour in most parts of the country, there has been some easing of difficulties among skilled manual staff.

## Wage pressures push up settlements in industry

By Ralph Atkins, Economics Staff

PAY settlements in manufacturing industry rose to an average of 6.9 per cent in the last three months of 1988, according to the Confederation of British Industry's pay database survey published today.

The increase in the previous three months was 6.3 per cent. The new figure suggests that wage pressures in the economy are not abating.

The survey also shows an acceleration in pay in private-sector service industries. In the second half of 1988 settlements in that category averaged 7.3 per cent, up from 6.9 per cent in the first six months of the year.

The CBI's analysis shows that the main upward influ-

ences on manufacturing settlements since August 1 1988 have been the cost of living and the need for companies to recruit or retain staff.

Average manufacturing earnings are growing much faster in Britain than in the US, Japan, West Germany or France, the CBI says. Even after taking account of productivity, Britain is still at a disadvantage.

Latest figures show the cost of labour per unit of output in manufacturing rising at an annual rate of 0.5 per cent in Britain. That compares with no growth in the US and falls of 1.3 per cent and 0.9 per cent in Japan and West Germany respectively.

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LEGAL COLUMN

Mixed practice appears harder than theory

By Raymond Hughes

AS ANTICIPATED, Lord Mackay, the Lord Chancellor, has opened the door to inter-professional alliances offering the customer the competitive option of one-stop shopping for legal, financial and other services - much, no doubt, to the satisfaction of Sir Gordon Borrie, the Director General of Fair Trading.

view that its rules and professional standards make it essential that its members should exercise control. However, the Institute of Chartered Accountants points to a European directive being incorporated into the 1989 Companies Bill which requires accountants to have 51 per cent control of any business which is engaged in auditing work.



Richard Gaskell, suggested separate subsidiaries and a dozen other professional bodies representing accountants, architects, actuaries, consulting engineers, estate agents, insurance brokers, patent and trade mark agents, surveyors and valuers.

solution to the question of control of the partnership. A working party was set up, chaired by Mr John Randall, the Law Society's Director of Professional Standards and Development. One of the principal matters it will have to address is the shape of any inter-professional alliance: whether it should, or could, be a partnership or whether some other form would be more practical or appropriate.

control, if not solicitor control. Another problem concerns the legal professional privilege that exists between solicitors and their clients, which has no equivalent in other professions - something barely touched upon in the green paper. That raises the matter of communication of clients' affairs between partners from different professions - the absence of which would render the alliance largely otiose - or the spectra of Chinese walls separating the different professions.

Legislation might extend the privilege to all members of a mixed practice; alternatively such privilege could be removed altogether. The starting point for this, as for all aspects of the whole issue, would be what would be best in the public interest. The green paper proposed amending the Solicitors Act to remove the statutory bar preventing solicitors entering into MDPs and said that practice rules would have to be similarly amended and the competition authorities satisfied that any remaining restrictions were not unnecessarily anti-competitive.

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## MANAGEMENT

## Corporate reorganisation

## How NFC decided which road to follow

Philip Coggan on the UK-based group's product-led structure

**A**s NFC, formerly National Freight Consortium, prepared for today's stock market listing, its chief executive, Jack Mather, realised he had to reorganise. The transport and distribution group had grown so quickly since 1982 when it was privatised in an employee buy-out that its management structure needed changing.

"The company was two-and-a-half times bigger than at the time of the buy-out but the organisation really hadn't changed," he explains. "My span of control was getting too wide."

At the time, the company had nine main UK business units. Each of them held six important meetings a year. There were a further 16 functional meetings a year. Even before Mather attended board meetings, 70 of his working days were tied up in intra-group meetings.

The only operating part of the company not directly under Mather's control was NFC International, which covered the four main business units overseas (including the Allied Van Lines removal subsidiary in the US).

The question of how to handle these units in the reorganisation was given added force by NFC's intention of turning itself into a broadly-based international group, escaping from over-dependence on the UK economy.

The aim is to derive 25 per cent of profits from abroad by 1990; Mather claims that it achieved 23 per cent in 1987-88. Priority areas for expansion are the US, Australia and Europe.

The big structural question for NFC was whether to reorganise the company on geographical or product-led lines. Should there be worldwide product divisions, managed centrally? Or should each country be a replica of the parent, with a national boss running all the local operations?

The main argument in favour of this geographical type of structure was that the company needed to recognise the culture of the countries in

which it was based, with their different systems of tax, labour laws and so on.

However, NFC decided on a product-led structure instead. "We could have attempted to replicate the structure of NFC in other countries outside the UK," says Mather. "But we've found in the UK that product specialisation is the key to success." Only in the US, where a small holding company has been set up for legal and tax reasons, is there a partial exception to the product-based structure.

The new NFC organisation comprises four divisions — transport; distribution; home services; and travel and property. Each division has its own managers based at the group headquarters in Bedford responsible for finance, business development/marketing, personnel and information technology. Relationships between the divisions are handled through a chief executives' meeting every four weeks.

"The new structure has all sorts of implications in terms of looking hard at brand names," says Mather. "Which of them can be taken internationally? Do we need new brands? Pickfords is a powerful brand name in the UK but Allied Van Lines is just as powerful in the US." There is little sense, he argues, in trying to transfer those names from one country to another

and thereby dilute their impact.

Whatever the brand names, the combination of Pickfords and Allied Van Lines gives NFC what it claims is the world's first centrally-owned worldwide removals network, with bases in Australia, New Zealand, Japan, Hong Kong, Singapore and the Middle East, as well as Europe and North America.

The new management structure highlights the way the company has profited from the gradual redirection of its business — away from road haulage with its low margins and towards more sophisticated, added-value services.

The distribution division is an example of this. "It takes us out of the area of just running a truck up the motorway," says Mather.

An NFC company called Fashionflow, for example, works solely for Marks and Spencer, the retailing group, from seven depots. It collects goods from the manufacturer and brings them to the retail outlets. Fashionflow is an integral part of Marks and Spencer's distribution system. It minimises congestion at the back of M and S's stores and reduces the expense of stock-holding in High Street premises.

Among NFC's strategic objectives is to increase this side of the business by taking over the fleet and distribution



Jack Mather: "We've found in the UK that product specialisation is the key to success"

activities of large UK corporations. It already operates distribution services for Texaco, Birds Eye Wall's, and Unilever. Using outside contractors saves the customer from tying up capital in distribution which could be used for mainstream activities.

NFC also argues that it can operate distribution activities more efficiently than its customers. "When we took over the Texaco fleet, we did with 400 drivers what they did with 650," says Mather.

Acquisitions are another corporate objective. James Watson, NFC's deputy chairman, heads a strategic acquisitions unit. In the light of the company's target for international diversification, overseas acquisitions are a particular priority. Purchases are expected to be in distribution in Europe and the US, and in the removals and travel sectors in North America.

The company is keen to keep its strong employee involvement, which has existed ever

since workers stumped up money to purchase shares when the company was bought out from the Government in 1982. A key factor is to have strong management at the lowest levels of the hierarchy; to build this, NFC recruits 65 graduates a year.

"We insist on profit centre management," says Mather. "Staff are brought up in a culture that profits count. Managers' pay is linked to profitability and the aim is to have profit sharing at the lowest level."

Of course, employees have a built-in incentive because of the shares they own as a result of the buy-out. Those shares are expected to have increased in value eighty-fold by the time the shares start trading.

Mather is well aware that NFC will be under close scrutiny now it has joined the stock market. It will need to ensure continued earnings per share and profits growth. But whatever its structure, the group is determined to hold on to what it sees as the vital ingredient in its success — the ethos of employee involvement. The workers, it says, are the first to spot flaws in the running of the company.

## Too much time on office politics?

Michael Skapinker thinks not

**M**any managers have stopped working, says Abraham Zalesnik, professor of leadership at the Harvard Business School.

These work-shy managers have not actually resigned from their companies, he says; they still come into the office put in long and punishing hours. But they spend their time on office politics and resolving disputes between employees, rather than on marketing and production.

"While no hard data exist, observation tells me that too many managers put interpersonal matters, power relations and pouring oil on troubled waters ahead of real work," Zalesnik writes in the latest Harvard Business Review.

He adds that "social relations and office politics get more attention than customers and clients. Managers are measured by how well they get people to go along with the company's expectations," not by the company's performance.

What Zalesnik calls "the subordination of real work to psychopolitics" has two causes. One, he says, is the growth of big, complex organisations, with the accompanying problem of getting large numbers of people to work together.

The second cause "is the great success the human relations school of management has had in uncovering the social aspects of organisations and teaching them to executives."

He says that these people came up with a new definition of the management role: developing and maintaining a system of cooperation.

The contemporary role of the manager, according to the human relations people, is "to enhance workplace harmony."

But how accurate is Zalesnik's view that the real work of business is being undermined by a cadre of would-be psychotherapists?

One suspects that many employees on both sides of the Atlantic might take issue with his assertion that "few managers today behave as autocrats and that managers, as a group, are exceedingly polite, considerate of others, egalitarian in their behaviour and sincerely interested in making other people comfortable with the differences in power that exist in every organisation."

No doubt such managers do exist. On the other hand, there is still no shortage of managers who behave as autocrats, are exceedingly impolite, inconsiderate and ingratulating, and sincerely uninterested in making others feel comfortable.

Furthermore, there is no indication that managers of the latter type do any more real work than the psychotherapists. Authoritarian organisations also measure managers by how well they get people to conform to expectations rather than by how well the company performs.

Managers in such companies know when a course of action is not in the interests of the business. They also know that to protest might cost them their jobs. Instead of smoothing ruffled feathers, they spend their time ingratiating themselves with the powers that be, and putting the word about that rival managers might be less loyal than they seem.

To be fair, Zalesnik is not an advocate of the authoritarian organisation. He knows that the effective manager, like the good parent, is the one who can combine firm guidance with the caring touch. But the question of how to achieve that delicate and difficult balance is an ancient one — and people were asking it long before the human relations crowd arrived on the scene.

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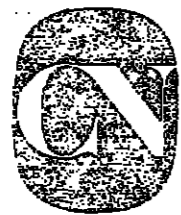
## The four divisions

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ARTS

Hedda Gabler

OLIVIER THEATRE

It used to be said that Hedda Gabler, like Hamlet, was a hoop through which every ambitious person must jump. In recent years the role has been mistakenly assigned to the province of accomplished but over-ripe, bored housewives.

The magnificent National Theatre revival, directed by Howard Davies, takes the role further back to Ibsen's original 29-year-old drum-bounded with despair after the six-month honeymoon. Julia Stevenson is perfect in her portrayal of the woman who is not only a housewife but a woman of experience and expectation. That last word in Christopher Hampton's new version is the strongest indication of Hedda's pregnancy. Otherwise, the idea of her physical condition is allowed to meld with the metaphorical images of child murder and intimations of suicide through suicide that are ever-present ripples on the play's linguistic surface.

The elegant texture, the sub-text or counter-play, is boosted by the presentation. Bob Crowley's design is circular, a wrought iron gateway initially festooned with welcome-home flowers rising to the central portrait of General Gabler. A wrap-around library still leaves room for a habitable conservatory, one of whose panes Hedda shoots out as Julia Black steps through the outer door.

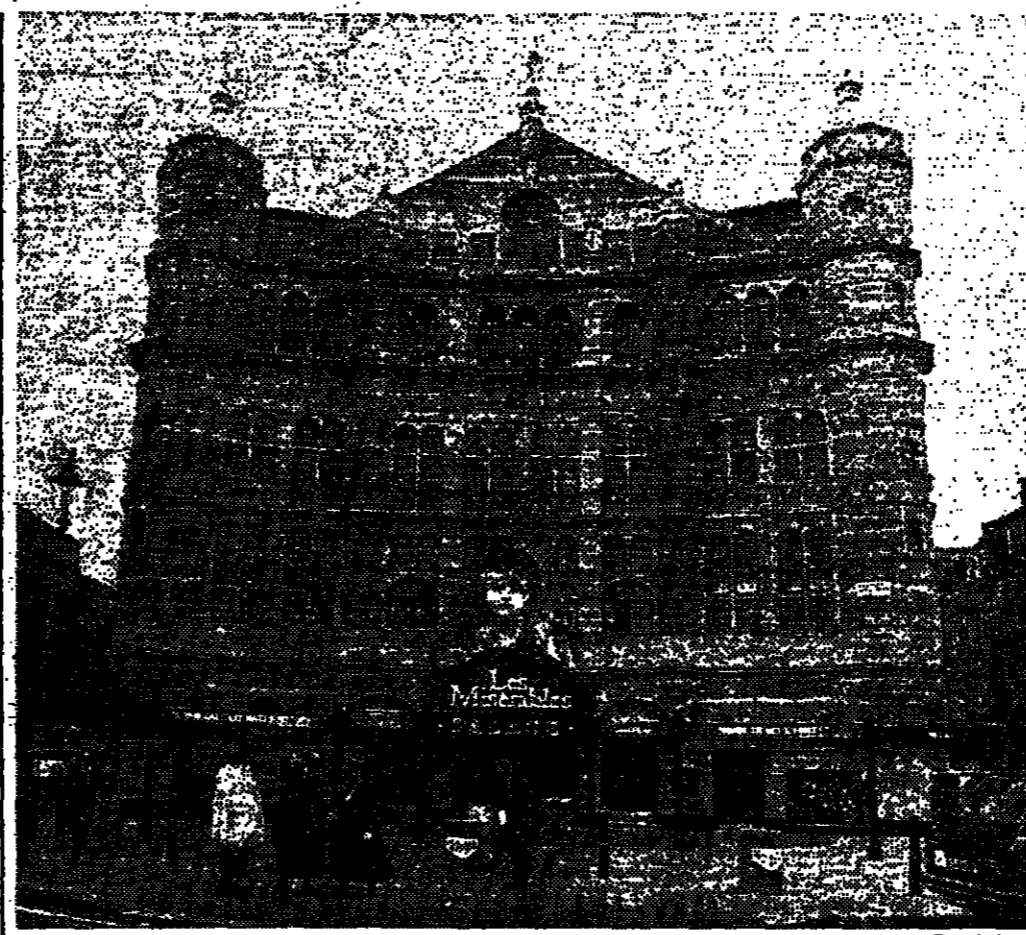
The terms on which Black, played with novel calculation and minimum smarminess by Norman Rodway, infiltrates the household are clearly related to the deal on a desirable villa. The mistake Hedda has made is clear from the outset. The place is a mausoleum surrounded by a forest of dead bracken and yellowing leaves. Like Rupert Everett in *The Vortex*, Stevenson plays the piano rather well, thumping out Dominic Muldowney's valse macabre which she transforms to a tarantella before the solution. She has descended into the great cutting in 'an Tuisman's Chelkhorian barking on what memories his slippers bring back with "Not to me!"



Julia Stevenson

Beyond Hedda's horizons looms the blissful possibility of being soul-mates with men, not their appendages. The final wall in her coffin comes when the drugging secretarial accomplice Mrs Elvsted is revealed as Lovborg's true inspiration, true soul-mate.

Because the production sets out to embrace all the possibilities of the play, it allows for a just consideration of the melodramatic elements. Stevenson's cackle is a terrible release, but also commentary. She plays as if one step ahead of the character, so we can imagine her claims to cowardice false. A big laughs comes when she anticipates the play's final lines. As with the others, we know what happens. Stevenson, rarely and beautifully, plays on this knowledge, use it as a springboard. Hedda's true capacity is for death, for some ghastly alone-ness. There is an enigma at Hedda's heart, a psychological elusiveness that is perennially modern.



The refurbished Palace Theatre, Cambridge Circus

ARCHITECTURE

Theatres get a face lift

Frank Matcham, king of Victorian and Edwardian theatre architects, must be dancing a jig wherever he is these days. The festive, ornate theatres that he and a handful of other busy designers put up all over the country, are back in fashion.

In 1982, an exhibition entitled *Crucibles* drew attention to the subject. The catalogue included a chronological list of interesting theatres built up to 1914 (as well as a sad and substantial obituary column). Among the survivors, many were out of use and vulnerable as a result.

Since then most of the news has been good, and every year a number of theatres rejoin the list of those in use - although applications to demolish still trickle in at a steady rate, as the Victorian Society and the Theatres Trust between them castrate.

adequate backstage facilities; and attractive public areas front of house. These must be welcoming and open to all, unlike the class distinctions of Victorian theatre which ensured that holders of different seat prices never passed on the stairs, far less rubbed shoulders in the bar. Theatres, going at least, has become more democratic.

Nicholas Thompson is the partner at RHWL responsible for their theatre work, both old and new. His wife Clare Feraby is the consultant for interiors. Last year, the practice completed the joinery, fabrics and remodelling of the Theatre Royal Newcastle; classical splendour from 1837 outside, exuberant Frank Matcham inside, remodelled following a fire in 1901. (By sad irony, Newcastle's Tyne Theatre was burned down a couple of years ago - but it too has been lovingly rebuilt.)

The latest major theatre to be earmarked for restoration and reopening is the Lyceum, Sheffield, dark for 26 years. In 1971, following advice from Tyrone Guthrie, the city built a new thrust stage theatre, the Crucible. The old theatre, built in 1897 by W. Sprague, stood beside it, intermittently used for bingo and then as a pop venue, slowly deteriorating under the odd coat of unconvincing paint.

The terrace restored or replaced with a cheaper alternative, it all looks splendid. So it should. The London division of English Heritage allotted it ten per cent of its annual budget - surprisingly in view of the wealth of the Lloyd Webber empire and the questionable use of unproven substitute materials in place of terracotta.

At the epicentre of all the activity is the Theatres Trust, set up in 1976 to ensure not merely the preservation of historic theatres, but the restoration of live theatre within them. They have witnessed an enormous revival of interest, even within the last two or three years.

It has been brought about by a combination of factors; in particular the "leisure boom" and the wish to revive dead city centres. There is grant aid available to promote tourism, to aid depressed urban regions, to restore historic buildings and to help in job creation. In addition, both individuals and local businesses are happy to fund anything from a seat to a whole bar as long as they can scratch their initials on it.

Different schemes have tapped different sources; the work at Wakefield Opera House was carried out with job creation labour; Sheffield and Hull have had the support of the European Community funding of £5m (matched by the city council); and as far as rundown urban centres are concerned, where better to switch on the lights than at the Hackney Empire or the Alhambra Bradford?

Michael Coveney

OBITUARY

John Cassavetes

Actor and film-maker John Cassavetes, who died at the weekend aged 60, was perhaps the oddest, most original filmmaker ever to fit - or rather not quite fit - into the puzzle of modern Hollywood. Overstated for his directing debut, the moody, rough-edged *Shadows* (1961), he spent the 1960s being hailed as the messiah of American underground cinema. The decade of radicalism adored the *cinéma vérité* tools of his trade: improvisation, hand-held camera, sprawling narratives and an acting troupe composed mainly of old friends (Peter Falk, Ben Gazzara and wife Gene Rowlands).

planned to direct (judging it too conventional) - that proved his best film of all. *Gloria*, which won the Golden Lion at Venice in 1980, is a wonderful movie. A feminist gangster thriller, it blends Cassavetes's tough, street-wise sensibility (not to mention, shoot it) with a plot as strong, witty and beautifully scripted as *The Godfather*.

Nigel Andrews

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FINANCIAL TIMES EUROPE'S BUSINESS NEWSPAPER

February 3-9

MUSIC

London: London Orlans Choir and English Baroque Orchestra, with Gillian Fisher (soprano), Mozart, Barbican Hall (Tue), 698 8861. Symphony Orchestra of the Royal Academy of Music, Rosini, Beethoven and Tchaikovsky, Barbican Hall (Wed), 698 8881. Paris: Ensemble Intercontemporain conducted by Peter Eotvos, Centre Georges Pompidou (Mon), 42 79 79 79. Stephen Bishop-Kovacs, piano recital, Chatelet (Mon), 40 28 28 28. Orchestre de Paris conducted by Daniel Barenboim, Orchestre de Paris choir conducted by Arthur Oldham, Berlin: The Damnation of Faust (Tue), Beethoven's Missa Solemnis (Wed), Salle Pleyel 45 52 07 98. Detroit Symphony Orchestra conducted by Guntter Herbig, with Gidon Kremer, violin, Adams, Schumann, Brahms, Salle Pleyel (Thurs), 45 68 07 98. Vienna: Miklos Rose, Philharmoniker conducted by Sergio Galilei, Bruckner, Musikverein (Mon), Wiener Kammerorchester conducted by Gianandrea Gavazzeni, Wolf, Mozart, Beethoven, Regener, Konservatorium (Mon), Konservatorium der Stadt Wien conducted by Josef Maria Müller, Musikverein (Tue, Wed).

ARTS GUIDE

Brussels: Stockholm Philharmonic Orchestra conducted by Paavo Berglund with James Galway (flute) and Morris Robles (harp), Strauss, Mozart and Tchaikovsky, Palais des Beaux-Arts (Mon), Orchestre National de Belgique conducted by Mendi Rodan with Paul Tortelier (cello), Beethoven, Richard Strauss, Palais des Beaux-Arts (Thurs). Antwerp: Orchestre de la Monnaie conducted by Sylvain Cambiague with Zygmunt Kowalski (violin), Joanna Kosciolowska (soprano) and Jean-Claude Vandenberghe (piano), Mozart, De Singel, 03-287 61 58. Berlin: Detroit Symphony Orchestra conducted by Guntter Herbig, with Gidon Kremer (violin), Schumann and Bruckner, Philharmoniker (Mon), Berlin Philharmonic Orchestra conducted by Claudio Abbado with Martha Argerich (piano), Prokofiev, Bruckner, Philharmoniker (Tue, Wed). Rome: Lucia Valentini Terrani (contralto) conducted by Georges Pretres presents a recital of Respighi's symphonic poems The Fountain of Rome and The Fountains of Rome, and Mussorgsky's Pictures at an Exhibition, Auditorium in Via Della Conciliazione, Recital (Fri) and conducting (Mon, Thurs), 68841044. Musicals: Die Frau in Schwarz (Mon) and Jonathan Haas and Joseph Passaro (percussion), Bartok, Schumann, Kaufmann Hall (Tue, Wed) 427 6000. Anne-Marie McDermott piano recital, Bach, Prokofiev, Chopin, Schumann, Liszt/Paganini, Alice Tully Hall, Lincoln Center (Wed), 874 8770. New York Philharmonic conducted by Leonard Slatkin, with Mark Peskanov (violin), Stanley Wolfe: Violin Concerto (world premiere), Shostakovich, Avery Fisher Hall, Lincoln Center (Thurs), 759 8985. Washington: David Weir piano recital, Beethoven, John Field, Debussy, Alban Berg, Kennedy Center Terrace Theater (Mon), 254 8985. Chicago Symphony Orchestra conducted by Sir Georg Solti, Schubert, Shostakovich, Kennedy Center Concert Hall (Wed), 254 9770. National Symphony Orchestra conducted by Mstislav Rostropovich, Andrew Watts (piano), Holst, Schubert, Beethoven, Berlin, Kennedy Center Concert Hall (Thurs), 254 9770. Tokyo: Nathalia Trull (piano), Chopin, Prokofiev, Stravinsky, Tokyo Bunka Kaikan (Wed), 268 6361. NHK Symphony Orchestra, conducted by Horst Stein, with Dmitry Alexeyev (piano), Tchaikovsky, Shostakovich, Prokofiev, NHK Hall (Thurs), 463 1770. Tokyo Metropolitan Symphony Orchestra conducted by Jerry Bruckheimer, with Isabella van Kesteren (violin), Mendelssohn, Mozart, Stravinsky, Tokyo Bunka Kaikan (Thurs), 532 0727.

SPONSORSHIP Needs must whilst the devil drives

Some of the most intriguing sponsorship opportunities are currently being offered to business by our leading national museums and art galleries. It is often a case of "needs must when the devil drives".

The Government is short changing the museums. Their main expense is staff salaries, which can eat up 85 per cent of their budget. The Government raises their annual grant by, say, 3 per cent, on the fond delusion that wage inflation will increase by that amount. It then goes ahead and agrees with its Civil Service unions, which represent gallery attendants, a much higher award, leaving the museum directors with an impossible juggling act.

Faced with a wage bill that threatens to exceed their grant the museums are sending for themselves, none more so than the National Maritime Museum at Greenwich which was the first to go down the entrance charge road in 1985. It saw attendance dive by 40 per cent, but by mounting a series of glamorous exhibitions, most notably the £2m plus Armada show last year, it has made up the deficit. More to the point it recorded a profit on the Armada, thanks to the sponsor, Pearson, foregoing £200,000 of its commitment. Now the NMM earns 20 per cent of its income.

Its director Richard Ormond has come up with a scheme which should appeal to companies looking for a smart new location for business entertaining. Next year the Museum completes a lengthy and costly refurbishment of its oldest building, the Queen's House, built in the early 17th century, to designs by Inigo Jones. For Anna, the Queen of James I. The house will get few visitors in the winter months so, to pay for its upkeep, the Museum hopes to raise £500,000 by letting it out to companies. For £10,000 a sponsor can time-share it, gaining access for a day a year for three years. It will provide an opulent setting for that special reception. In addition the Museum will loan out its corporate friends some of its treasures: an attractive Van der Velde seascape would add much needed class to many boardrooms. The initial response from business has been encouraging.

In the meantime the Museum is looking for a sponsor for the *Bligh of the Bounty* show which opens in April. It is not too perturbed if no company buys into this gripping adventure. The exhibition, which cost £500,000 to mount, is already booked to go on to Australia, which is proving a marvellous source of revenue for the Museum. The last collection of its treasures sent to the east, built around Captain Cook, has earned it £1m commission on entrance fees. Bligh might not have quite the same popular appeal but he should justify the effort.

One of the largest arts appeals in the country is galloping down the home straight, prompted by almost £7m from Government coffers. In all, 931 companies have become first time sponsors of the arts through the Scheme under which the Government provides matching cash. For long-term sponsors it contributes £1 for £3 from business. A month's recent first time sponsors to get BSIS awards are Holsten Pils, which contributed £25,000 for the first London International Comedy Festival; lift manufacturers Hammond & Champness with £1,000 for Red Stockings, a women's theatre company, which is putting on *Ladies in the Lift* a touring production; and Inglenook-Napa Valley Wineries, which is giving £20,000 to help Free Fall Productions mount a series of "American plays at the Birmingham Repertory Studio.

Virgin Classics has come up with the bold idea of getting other companies to shoulder the production costs on its new recordings. For a minimum of £10,000 you can buy your way into some inexpensive chamber music which will go out under the Virgin Classics label but with prominent exposure on the CD, album or cassette of your corporate name. If you want to make a bigger impact you can immortalise a new opera for £50,000. Already one company, Fondation France Telecom, has come up with £40,000 to be linked to some Bach chorale music being recorded this year for Virgin by Collegium Vocale. As well as advertising on the product, companies get the opportunity of a launch party for business entertaining.

Since it started in October 1984 the Government financed Business Sponsorship Incentive Scheme has generated nearly £16m from business sponsors, which is putting on *Ladies in the Lift* a touring production; and Inglenook-Napa Valley Wineries, which is giving £20,000 to help Free Fall Productions mount a series of "American plays at the Birmingham Repertory Studio.

There are plenty of dark houses, of course. The Coronet, Notting Hill Gate, for many years a cinema, is earmarked for demolition, despite being a prime catchment for audiences. In Glasgow, where theatre and music hall once flourished on a regular and faithful tourist trade, there are dozens of suitable cases for treatment. Weymouth is threatened. At Southport, Blackpool, Morecambe and Margate the work goes on. Some have found their theatrical angels, others are still waiting.

Janet Baker BARBICAN HALL

Janet Baker is President of the City of London Sinfonia, so her appearance with the orchestra on Friday was in the way of family business. She chose to sing the Brahms Alto Rhapsody (with the male contingent of the LSO Chorus) in the first part, and two Mozart arias in the second - "Al desio", the ravishing long replacement for "Deh vieni" that the composer supplied for a new Susanna when Figaro reached Prague, and Sextus's "Parto, parto" from *La clemenza di Tito*.

To catch this great artist in London is an opportunity that is becoming, it seems, ever rarer, and so for admirers it was a concert not to be missed. All three works, which Dame Janet has long made her own, in the flesh or on record (or both), have now to be more carefully delivered than they used to be. The voice has less volume, less brightness of attack, requiring to be "man- aged" (most noticeably so in Susanna's aria, which after all lies in soprano territory); this now lends the music an air of mature thoughtfulness, even seriousness. Obviously, Brahms benefited from the loan better than Mozart - the whole enactment of the Rhapsody was shaped with a mature musician's absolute control of mood and timing, and the poetry of the invention was revealed in a range of twilight-hued vocal colours of sublime eloquence. In Sextus's aria, though the image of impetuous, lovelorn youth was no longer so easy to conjure up as before, the singer's command of the Classical style was still sovereign. The weighting and shaping of each phrase was dramatically inspired, and the music came to life in the chastely fiery way that remains her own.

Max Loppert

FINANCIAL TIMES

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Monday February 6 1989

# Shaking Asia's kaleidoscope

**T**ODAY CHINA welcomes the Year of that elusive creature, the Snake. It might seem to some Western eyes a fitting symbol. On Saturday Mr Edward Shevardnadze, the Soviet Foreign Minister, announced that a Sino-Soviet Summit had been agreed, yesterday Peking announced that President Mikhail Gorbachev will indeed visit China from May 15-18. It is likely the delay was caused by Chinese pressure on the Soviet Union to bring about a speedier end to the Vietnamese occupation of Kampuchea - pressure that presumably led to last night's nine-point joint statement on the issue.

The Year of the Snake is an appropriate year for a Sino-Soviet summit: it represents not deviousness but a time for reflection and searching for answers. Both countries now have much in common in their struggle to reform socialism. When the meeting happens, it will be the two countries' first summit for 30 years and will generate a whole new pattern of Asian, if not global, relationships.

Time was when such a rendezvous would have set off Western alarm bells. Even 10 years ago the thought of a mild rapprochement between the giants was chilling. While the US then wooed China for all kinds of emotional and commercial reasons, its key motivation was to build a counterweight to Soviet might.

## Domestic imperatives

All that has changed. President Gorbachev's accession to power has swung Moscow's policy from expansionism in Asia to a much-needed focus on domestic economic imperatives. Peking's insistence that Moscow should eliminate the "three obstacles" to Sino-Soviet summitry - the Soviet occupation of Afghanistan, the concentration of Soviet troops on the Sino-Soviet border and the Soviet-backed occupation of Kampuchea by Vietnam - has helped cool some red-hot trouble-spots. The glittering prizes of a meeting with Deng Xiaoping, fresh party relations and substantial economic co-operation are now almost

within Mr Gorbachev's grasp. As it happens, President Bush will be dropping in on Peking before Mr Gorbachev. But this is not an effort to preempt a Sino-Soviet marriage. Mr Bush will make his visit after Emperor Hirohito's funeral in Tokyo at the end of this month. What could be more natural than a quick trip to China to see old friends in the country where he headed the US representative office in the mid-1970s before the restoration of full diplomatic ties. He will simply be affirming Sino-US bonds.

## Jakarta talks

Mr Gorbachev's China initiatives have given the Asian kaleidoscope its biggest shake in years. Heavy Soviet pressure led Vietnam to promise to withdraw its forces from Kampuchea later this year. The warring Kampuchean factions, the Vietnamese and countries of the Association of South East Asian Nations are due to meet later this month in Jakarta with some hope of resolving their differences on the post-Vietnamese government. Soviet troops are at this moment withdrawing from Afghanistan.

In December Mr Rajiv Gandhi, the Indian Prime Minister, paid the first top-level Indian visit to Peking in decades, to ensure that India did not get left behind in these geo-political realignments. Ms Benazir Bhutto, Pakistan's new Prime Minister, will make the same call after Emperor Hirohito's funeral and will then hurry home to greet President Bush on his way to the US.

Japan, coincidentally the cause of much of this extended funeral diplomacy, is so far the least affected. It is committed to the US as an ally and trade partner. It needs its ties with China, uneasy though they often are. Its relations with Moscow are frozen while the Kremlin refuses to return the Kuril Islands, occupied since the end of the Second World War. But, as the rest of east Asia reviews its relationships, perhaps Japan and the Soviet Union will find a way to resolve their differences and, at last, to sign a peace treaty.

**F**or the first time in a generation Britain's universities and polytechnics are near the top of the political agenda. Not since the 1963 Robbins Report laid the foundations of better-skillet expansion in the 1960s and early 1970s has the calling of an impending shake-up in the way Britain organises its higher education been so intense.

The number of students, what they should be taught, whether there should be a new funding system based on loans and vouchers, what lecturers should be paid, what resources should be devoted to research, whether private individuals and business should pay more of the costs - all these issues and more are suddenly in the melting pot.

The debate marks the end of two quite distinct phases. The first phase was one of growth in the 1960s and early 1970s and the second was of changes during the first Thatcher decade. It is now clear that whatever future is being carved out for Britain's universities and polytechnics, it will be governed neither by the old expansionism, nor, if recent statements by education ministers are taken at face value, by the policies adopted since 1979.

The Government is turning its attention from the education of 5-6-year-olds to that of the over-16-year-olds. Mr Kenneth Baker, the Education Secretary, speculated at a markedly different higher education system for Britain at Lancaster University last month. He suggested that it would be much nearer the model found in the US than that of Western Europe. He added that the plan for this transformation would be put in place sooner rather than later.

The Robbins Report, completed in 1963, crystallised the view that higher education was fundamental to Britain's ability to compete in a world economy where brainpower was the key input. Robbins recommended 16 universities and a doubling of the student population to realise this.

Extra resources on an unprecedented scale were ploughed into higher education over the following 10 years, a period still seen by some academics as a golden age. But, by the mid-1970s, there was a widespread feeling that the expansion had run into the ground and the Government was viewing the growth differently.

Whitehall's scepticism now precisely had the expansion contributed to an increase in national prosperity? The belief grew that much of what went on in the universities, both in teaching and research, was willfully irrelevant to the outside world.

Robbins had made some highly sceptical remarks about traditional education at British universities - single honours degrees studied in narrow depth at a few universities by a small elite, who had first attended public or grammar school. The report saw transformation of this pattern as a precondition for the expansion of higher education: "greatly increased numbers will create the opportunity to develop broader courses on a new and exciting scale."

In the event, not much changed. True, Robbins' notion of a creation of the polytechnic and of technological universities such as Salford and Aston. True, too, joint honours courses, introducing some flexibility into the system, flourished at the newer universities.

But the narrow mould of British higher education was not broken by the Robbins Report. In some polytechnic philosophy degrees were still considered essential for credibility. When the report was written the archetypal student was male, white, middle-class, aged 18-20, with good A levels and studying full-time. Such a student is still typical today, with the sole exception that the system now caters for many more female, white, middle-class, full-time students, aged 18-20 and with good A levels.

Labour ministers in the 1970s, such as Mrs Shirley Williams, began to

**Michael Prowse and David Thomas introduce a series on UK higher education**

# Changing fashions in universities

**V**oice their unease with the universities. They received short shrift, a response which some academics were later to regret. The Thatcher Government was much blunter. It had no time for the dons' apparent reluctance to weigh the needs of employers, to take their teaching (as opposed to their research) responsibilities seriously, and to deal with those who abused academic freedoms to draw a full day's pay for half a day's work.

There was a "widespread view, both in Westminster and in Whitehall, that the university system is not to be moved by reasoned argument, and that British universities are as wastefully organised and as feather-bedded as British Rail or British Steel," in the words of Sir Peter Swinnerton-Dyer, giving a controversial farewell speech as Vice Chancellor of Cambridge University in 1981 - a speech which was instrumental in securing him his present job as chairman of the University Grants Committee (UGC).

Then followed the ferocious financial squeeze of the 1980s. Staff numbers were cut. Most universities struggled to make ends meet, with a handful approaching bankruptcy. Equipment and library budgets were slashed. Salaries and career openings

dominant ethos of vocationalism - giving employers what they say they need - has suited them. Their reaction to the squeeze was different from that of the universities. Rather than batten down the hatches, the polytechnics continued to recruit and have boosted their intake of full-time students by 43 per cent since 1980. "With a lot of kids hanging on the door, we weren't going to turn them away," says Dr Robert Smith, principal of Kingston Polytechnic.

Their record with part-time students - most of whom are also older students - has also been impressive. These numbers have jumped 20 per cent. To do that, the polytechnics have had to devise more flexible courses, sometimes taught in the evening or at weekends, often allowing students to pick and choose from a menu of topics and to take a qualification over a long period.

But even the polytechnics have detected the cost of the 1980s in deteriorating staff-student ratios and in crumbling buildings and inadequate equipment. And polytechnic directors like Dr Smith are assuming that the squeeze will continue.

In the universities, the pain is far from over. The universities are forecasting cumulative deficits of £72.9m in the five years to 1991-92. On top of cuts already made, they are planning to shed 5,200 staff and may have to lose a further 3,000 to stop the upwards drift of their pay bill. The Association of University Teachers, protesting against pay levels which embroiled even its members' employers, is in the middle of an unprecedented boycott of examinations.

The cuts have turned out to be too blunt, too severe and too prolonged. Nowhere is this more clearly shown than in the record on student numbers, higher education's bottom line. The universities educated 2.8 per cent fewer UK-based undergraduates last year than in 1981-82. And they have managed this dismal performance despite roughly constant numbers of 18-20-year-olds.

In a round of speeches and briefings, education ministers have signalled that the Government will be adopting a different approach in the 1990s. Britain's record of educating just 15 per cent of its young people beyond 18 does not stand comparison with industrial competitors, such as the US and Japan, where the ratio is much higher. The poor education of British managers and the shortage of graduate engineers are just two of the chronic problems flowing from it.

From one perspective, however, the expansion is singularly ill-timed. The peaks and troughs of the demographic roller-coaster mean that there will be a third fewer 18-year-olds in 1995 than a decade earlier. Even to stand still during the next few years, colleges will need to attract those students.

The polytechnics appear to have made a better fist of the 1990s. They



# The future of learning

**M**ARKET forces in place of planning, and private money in place of public: this is the future Mr Kenneth Baker, the Education Secretary, says he wants for British higher education. Both policies have their attractions and both dovetail neatly with the general philosophy of the Thatcher Government. But the dilemma with which Mr Baker will pursue either objective remains in doubt. Ideas which read marvelously in a conference speech are not always the stuff of practical politics.

This is especially true of market forces in higher education. It seems intrinsically implausible that a British Government will ever present 18-year-olds with vouchers worth several thousand pounds and tell them to go off and buy a university education. Ministers, especially Treasury ministers, like to control public expenditure. If hard-working parents have never been crissed with vouchers for the school education of their children, there is surely little chance that tearaway students will be set free, however desirable this might be.

## Wrong subjects

After all, they might want to study all the wrong subjects. During the 1980s, ministers have judged that the economy "needs" more engineers and scientists. But students have actually wanted to study arts subjects and even soft social sciences such as sociology. Government planning has led to many unfilled places in engineering, especially in the polytechnics, and a shortage of places in the humanities. A desire to respect the preferences of student-consumers has figured low in the Government's list of priorities.

The irony is that the interest in vouchers has surfaced just as the University Grants Committee under Sir Peter Swinnerton-Dyer is beginning to demonstrate its mettle as a central planning agency. The UGC, through subject reviews, forced mergers and closures, is striving to put right what it regards as the weaknesses caused by the rapid and uncoordinated expansion of higher education in the 1960s and early 1970s. Top-down planning and the deliberate elimination of weak departments would not be possible under a decentralised voucher regime.

The Government's commitment to private finance is obviously stronger. But there are snags. The extent to which universities have substituted private money for public so far is greatly exaggerated. Much of the non-Exchequer cash comes from publicly financed research councils, local government and quangos. Most of the external money is tied to specific projects: only the profit is available to support universities' core activities and this is usually very small. The net contribution from external sources is minimal and negative in the case of some universities.

## Tuition fees

Direct contributions from industry, charitable foundations and alumni are welcome and should be increased, but they are not going to finance a revival of British higher education. What about contributions from students and parents? The student loan scheme put forward by the Government is likely to bring few savings in the medium term and cost money in the short run. Some academics calculate it would be cheaper to give the money away. Top-up tuition fees are theoretically practical but would be deeply unpopular. Oxford and Cambridge do not want to impose them because they are already under attack for taking too many students from privileged backgrounds. And if they do not, it is hard to see many others taking the plunge.

In any case the number of 18-year-olds is going to decline by 25 per cent over the next six years. The universities and polytechnics will be hard pressed to maintain student numbers. To make them charge fees hardly looks the best way to boost rolls. Fees, moreover, would hinder efforts to raise the proportion of students from the lowest socio-economic groups.

British higher education does need reviving. After a decade of austerity, university teachers are an ageing, poorly paid, fractious and frequently demoralised profession. And Britain continues to educate far too small a proportion of the workforce to degree level. But market forces and private money alone are unlikely to bring about the desired transformation.

## French socks and shares

Among the many mysteries left unresolved by the official report into France's Pechiney insider dealing scandal is the burning question of Pierre Berégovoy's socks.

The Government has repeatedly stated its determination to shed all possible light on the affair, but questions about the Finance Minister's socks, at the centre of the debate since Pierre Joxe, the Interior Minister, cited them as evidence of his colleague's honesty, are being firmly repressed.

The offending articles, described by Joxe as "modest", are hairy. Some political commentators recall a slight crinkling around the ankles, contrasting with the shiner splendour of Edward Balladun's hosiery, which may have been kept up by suspenders. But Berégovoy's predecessor at the finance ministry was noted for the quality of his tailor and widely suspected of buying his shirts from Turnbull and Assheton.

In any event, the scandal appears to have called a halt to the Socialist Party's sideways drift into elegance: cashmere socialism is out.

Jack Lang may get away with wearing the suits given to him by designer Thierry Mugler. A culture minister, after all, must look the part, and France has no Princess of Wales to fly the flag of its couturiers.

Michel Charasse, the outspoken Budget Minister, will probably also be forgiven for his extravagant collection of braces. They are, for the most part, loud enough to qualify as "populist".

As for François Mitterrand, whose suits are believed to have been discreetly remodelled by Cifonelli, one of Paris's most exclusive tailors, his black felt hat and burgundy scarf are viewed as too important a barometer of the President's intentions to be sacrificed on the altar of

## Real sport

After the England-Scotland match at Twickenham on Saturday, Will Carling, the England captain, was interviewed on television. "It's only a game," he said. As it happened, it was not the best game that has ever been seen, but when did you last hear somebody say that?

## No parking

There is almost no point in appealing against parking fines, even if you believe that you are in the right. A reader reminds me that, although you might normally expect to get away with it unnotified, it has never been legal to park on a single yellow line, even within the permitted hours. The key law is the law of obstruction, which came in long before yellow lines were invented.

There is a brief reference to this in the Highway Code. Among the small print of the "you must nots" is a line saying "park your vehicle or trailer on the road so as to cause unnecessary obstruction". No matter that there seemed not the slightest chance of causing obstruction when you parked it. If a policeman or a traffic warden says that the vehicle was causing obstruction later, obstruction it is.

## Botha's reform

Odd how quickly yesterday's bogyman can become today's liberal. Not so very long ago there was hardly a good word to be said for President P. W. Botha of South Africa. The



Botha began to turn last October when it was finally realised outside the Republic that he was under serious pressure from the right, which regarded him as a dangerous reformist.

When the extreme right did well, though not spectacularly so, in the municipal elections that month, there was suddenly talk among white liberals, perhaps especially abroad, of the need to understand Botha's predicament. People who had never had a good word to say for him before began to show some sympathy. The man who had previously been seen as the chief obstacle to reform was transformed overnight into the reformers' best hope.

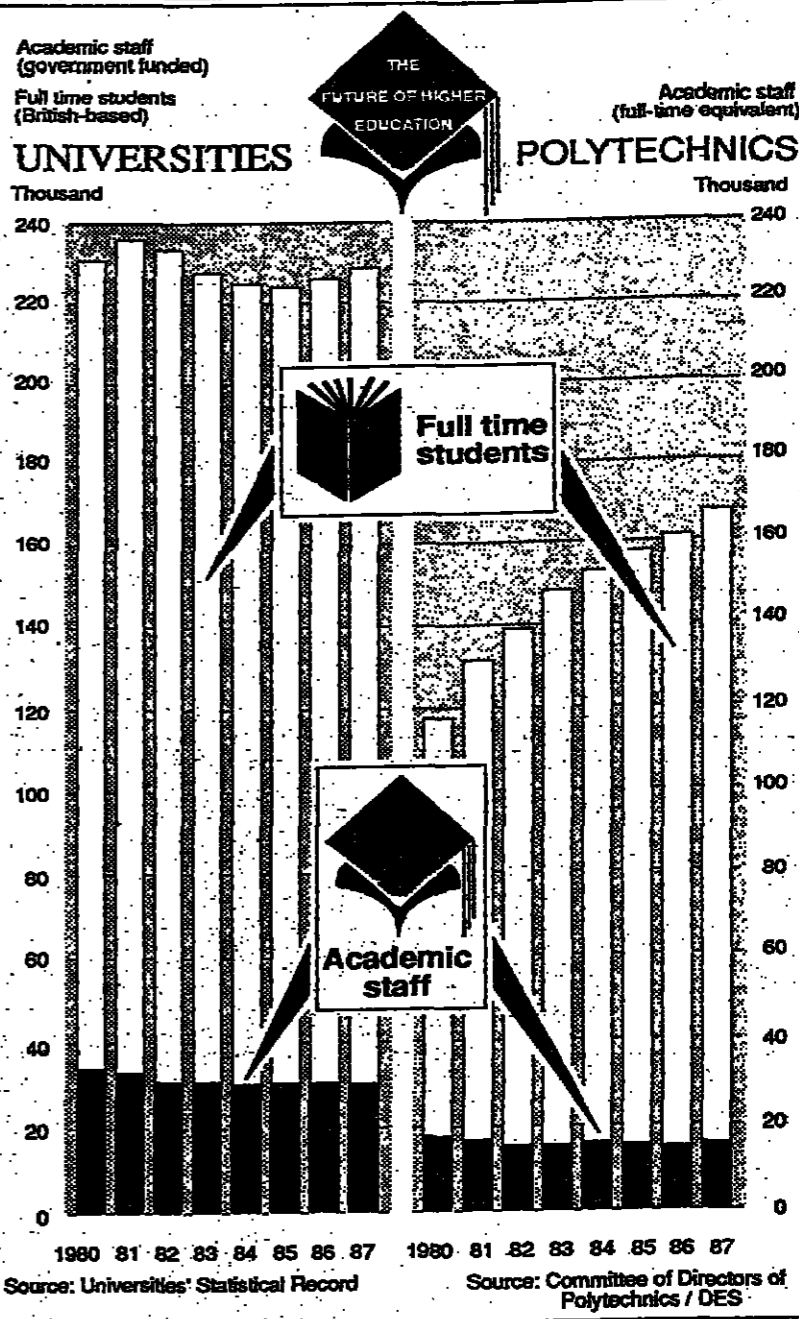
When Botha resigned as leader of the National Party last week, the switch in attitudes was even more striking. Willem van der Stoep, now shown on BBC television almost regretting his going, South Africa had come so far under his leadership, she seemed to be saying, that his departure was bound to be a setback. An indeed, it seems to be the general view.

Yet I wonder. The new fact about South Africa in the last few months seems to me that almost everyone is talking about reform. In the past almost everyone used to talk about the inevitability of disaster, and the only question was how long it could be postponed. That is a great change.

As for the fickleness of the commentators in deciding that there was something to be said for Botha after all, look out for someone telling you that Paraguy was better off under Alfredo Stroessner. Perhaps, of course, it is and the General was beginning to liberalise: always the difficult bit.

## Clean sweep

Newspaper cutting: "Birmingham is to brush up its image by using street sweepers as tourist guides. Armed with leaflets, the 25 road sweepers will get new white overalls."



Source: Universities' Statistical Record Source: Committees of Directors of Polytechnics / DES

traditional academic qualifications such as A levels - who in the past have either slumped or been slumped by higher education.

Yet, given the long lead times in any educational change, Mr Baker's advisers believe that hard thinking is necessary now for sustained growth after 1995. One point is already clear: most of the additional new students who, it is hoped, will be enrolling in the late 1990s will not be receiving what has traditionally been thought of as a British university education.

Officials are already actively thinking in terms of three tiers of university. At the apex will be institutions, 12 to 20 in number, which have the facilities and resources to carry out first-rate research in most subjects. Next will come a middle tier with good research capabilities in a limited number of subjects. The third tier will be, in effect, teaching universities, doing little research. Their mission will be to maximise throughput of students, rather like lower-grade state universities in the US.

This vision is, in one sense, an evolution of an informal pecking order which already exists. It is never likely to be set in concrete: the universities' reputations will rise and fall by their own efforts. But it has been hastened by a round of subject reviews being conducted by the UGC, which is concentrating expensive laboratory-based subjects such as physics and chemistry in fewer universities.

The key point is that most of the extra students flowing into the system in the later 1990s will be channelled into the lower-cost third tier. No matter what an institution is actu-

ally called, the students will be receiving an education on the polytechnic model: teaching-intensive and with little exposure to frontier research or thinking. "Some of the universities will become more like polytechnics. The labels may stay when the realities have broken down," as one senior Whitehall official put it.

This change will, it is hoped, go alongside a much greater variety of courses and types of students, at last responding to an aspect of the Robbins Report ignored 25 years ago. But the Government has already staked out one boundary to the debate, marking a final break with Robbins's guiding philosophy of making university places freely available to any student with the right qualifications. It is clear that the public sector will not be ploughing in the finance to pay for the expansion which ministers so enthusiastically propounded. At the heart of the new agenda is the plan to base higher education plans on an influx of private money. Hand-in-hand with this goes a new rhetoric of consumer choice: if students are to pay more for their education, courses should respond to their wishes, particularly for value for money.

The interest in loans, private fees and vouchers flows from these newly fashionable ideas. Just how coherent this vision is, and just how it will mesh with the strong impulse still existing to plan student numbers and course provision from the centre, remains to be seen.

Further articles in this series will appear in the UK news pages during the week.

## THE LORD'S TAVERNERS PRESENT

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It is not all over but the shouting. The Soviet occupation of Afghanistan may be drawing to a close but the war in Afghanistan, it seems, is not.

There are 10 more tense, frozen days to go before the February 15 deadline agreed with the United Nations for the complete withdrawal of Soviet troops. All the signs are that the exit will be completed early. After more than nine years of war with a revolving occupation force of about 115,000, there are now only a few thousand Soviet troops left in Afghanistan, most of them in the west and in the northern area close to the Soviet border, with perhaps only 1,000 or fewer in the capital, Kabul, mainly around the airport.

The Soviet Union invaded, at Christmas 1979, to prop up a wobbly Communist Government in a country which had been torn by tribal and ethnic rivalries for decades. They miscalculated the determination and favour of Moslem peasants fired by jihad (holy war). The full might of the Soviet army and air force has not been able to crush the resistance which, backed by the West, has stood firm despite the loss of more than 1m lives. Countless others have been maimed and half the 15m population are now refugees.

Throughout the occupation, the Communist regime in Kabul, under successive leaders, has been a far cry from any military or political headway. The Soviet Union has despaired of the enterprise and, in the face of mounting domestic hostility to a war which seemed increasingly pointless and unwinnable, Mr Mikhail Gorbachev, the Soviet President, decided to lift the bullet of defeat and military humiliation by withdrawing. However, having spent nine years winning this victory, the Mujahideen resistance groups have occupied the nine months since the Soviet withdrawal began in throwing away each opportunity for peace.

The Soviet occupation was resisted by all but a handful of Afghans — middle-class educated urban professionals, especially women anxious to be free of Islam. For the rest, the goal of removing Soviet troops united Shia and Sunni Muslims, the majority Pushtun ethnic group with minorities such as the Tajiks, Uzbeks, Hazaras, Turkomen, Nuristanis, tribes like the Barakzais and the Popolizais, and as many clans as there are valleys and hills in Afghanistan.

None of these groups care much for the others and once the Soviet forces have gone they seem set to strike up their old rivalries which the Soviet

## Robin Pauley on the last days of Soviet presence in Afghanistan

# When the Red Army leaves, the war stays

The struggle has failed to show up one characteristic, unifying Afghan personality to be a modern equivalent of the great warrior Ahmed Shah Sadozai who laid the foundations of modern Afghanistan more than 200 years ago. This explains why, with only a few days left, there is no sign of a political agreement about the future government of the country. All attempts at foreign mediation have failed and there is a power vacuum.

Mr Eduard Shevardnadze, the Soviet Foreign Minister, arrived in Pakistan's capital, Islamabad, on Saturday in a last-ditch attempt to broker a political compromise. He is planning to meet the main resistance leaders there today. The Soviet Union has accepted military defeat but is anxious not to have its political face slapped as well.

Mr Shevardnadze's demands have, not surprisingly, been quite modest. He wants the ruling People's Democratic Party of Afghanistan (PDPA) included in the discussions about the political future of the country. The Afghans plan to hold a shura (assembly) to consider an interim government. It has been much postponed but is now planned for Friday. Mr Shevardnadze wants a respectable representation at it for the PDPA even if the party is not ultimately included in a new interim government; in return the Soviet Union would shift most of President Najibullah's Cabinet out of the country.

So far, Mr Shevardnadze has been rebuffed. At the last count, the planned size of the



occupation so rudely, but temporarily, interrupted. The struggle has failed to show up one characteristic, unifying Afghan personality to be a modern equivalent of the great warrior Ahmed Shah Sadozai who laid the foundations of modern Afghanistan more than 200 years ago. This explains why, with only a few days left, there is no sign of a political agreement about the future government of the country. All attempts at foreign mediation have failed and there is a power vacuum.

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where there are 3.5m Afghan refugees. These seven groups dislike each other with a religious fervour; some want the exiled King Zahir Shah brought back, some want a fundamentalist government in Kabul, others say they will fight against such a government. The seven leaders, some of whom had no authority before the Soviet invasion and may have none after it is over, are at odds with many of their own military commanders inside Afghanistan.

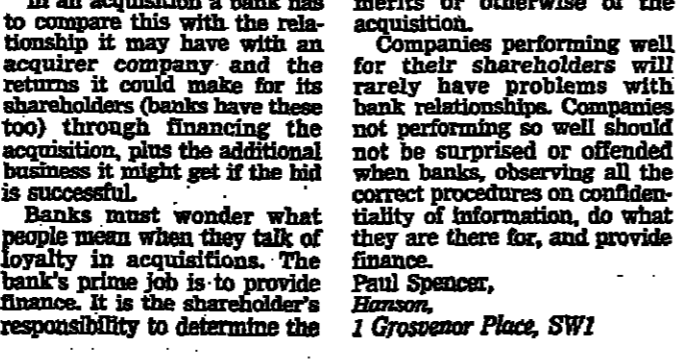
The minority Shias are divided into eight main groups and their leaders are based in Iran, where there are 2m Afghan refugees. They too cannot agree on anything except that they want a lot more seats at the shura than their 15 to 20 per cent share of the population would warrant. This, they say, is to prevent a repeat of the situation before the Soviet occupation when the Sunnis repressed and persecuted the Shias. Some of the Pakistan-based Sunnis say they will fight any interim government constructed by a shura which gives even one of its 519 seats to a Shia.

Things are not looking good. Not surprisingly, the number of Afghans fleeing to Pakistan and Iran is increasing in the face of this political hickering. The Mujahideen may have thrown away the last chance to stop the bloodshed and get Najibullah's "puppet" regime removed to exile in dachas on the Black Sea and villas in India, all of which are ready and waiting.

Unless Mr Shevardnadze achieves a breakthrough before he leaves for India later today,

the USSR could remove the Najibullah group and instal a new Cabinet under the "good Moslem" Asis Zahir. It would then be difficult for the Mujahideen leaders to resist pressure from the Soviet Union, supported by Pakistan, Iran and Saudi Arabia, the Mujahideen's most important Moslem backers, to find a political compromise for a shura which would enable all sides to save some face.

But nothing in Afghanistan is ever as easy as theories or rumours. Apart from anything else, the Mujahideen cannot agree among themselves. The majority Sunnis are divided into seven main resistance groups with political leaders based in exile in Pakistan.



the Soviet Union may well drop its plan to take President Najibullah out, opting instead to leave him to fight on, supplying his forces with whatever they need, for as long as possible, from the Soviet Union.

How long the Kabul regime could last under such circumstances is another matter. Kabul is the key. The resistance controls the main roads in from Pakistan and Jalalabad in the east and from Kandahar in the west.

The Soviet Union is withdrawing by bringing men and equipment to Kabul and then heading north along the Salang Highway, through the Salang Tunnel, and north across the Oxus River to the Soviet Union. Others are going by air from Kabul Airport. The combination of snow, ice and guerrilla attacks has made the Salang Highway slow and perilous. The guerrillas are likely to capture the highway immediately after the Soviet exit which will enable Kabul to be besieged. If they also take the airport, no food, fuel or supplies will reach the city, the population of which has swollen from 1m to 2.5m during the war. Even now there are serious food and fuel shortages.

There are two signs that the Soviet leadership does not believe Najibullah will survive long after February 15. The first is that the road outside the Soviet Embassy has been cleared of trees and widened for what looks remarkably like an emergency air strip.

The second is that the northern Afghan town of Mazar-e-Sharif, close to the Afghan border, is being used as a second, increasingly fortified, capital. Families of government members and officials and of the intelligence forces have been moved there. So have a large number of Afghan soldiers. It is not clear that all withdrawing Soviet troops have crossed into the Soviet Union yet; many are thought to have broken their journey in Mazar-e-Sharif to help fortify it and to lay behind a front of their arms and equipment. If Najibullah decamps and fights from there, supported from the Soviet Union, the spectre of partition would appear — and the north has most natural resources including all the natural gas and much of the productive agricultural land.

Within days now, all the Soviet personnel — except a few military advisers and diplomats — will be gone from Afghanistan. They will be relieved to be out and the rest of the world will be pleased to see them out. But for the Afghan people the prospect of death, destruction and tragedy looms little changed.

## LOMBARD That trade-off comes again

By Samuel Brittan

THE THOUGHTS which follow take off from a fascinating article on this page last Wednesday by Terry O'Shaughnessy of King's College, Cambridge, (Trying to arrive at a reasonable trade-off).

His thesis is that at any one period there is a choice or trade-off between the current balance of payments and the unemployment rate. In other words, the lower the number unemployed, the bigger the current payments deficit.

Unfortunately, he suggested, the position of the trade-off line has deteriorated over the years. Whereas a current account balance could be achieved in the 1960s at around half-a-million unemployed, in the 1970s it required over a million, and around three million in the 1980s.

My first reaction was that it all seemed very familiar, as I had known and lived with the same structure of reasoning for a very long time. For the O'Shaughnessy trade-off is almost exactly like the Phillips curve suggesting a short-term choice between unemployment and inflation. In both cases the choice turns out to be deceptive.

Pursuing the subject further, Friedman and other neo-classical economists argued that attempts to boost demand to maintain unemployment below a critical level led, not merely to inflation, but to accelerating inflation, and were therefore unsustainable. If the inflationary pressure is siphoned off into a payments deficit, that deficit would take off into the stratosphere for similar reasons.

Indeed, it was this "accelerationist" reasoning, rather than anything of a technical monetary nature, which convinced me that the post-war version of Keynesian demand management was deeply flawed and that the roots of unemployment would have to be tackled from the labour market or supply side.

As one then remembers that that rate, as defined by both schools of thought, has drifted badly upwards since the 1960s, the analogy is almost complete.

A common-sense observer might at this point exclaim that the British economy has all along had the same underlying problem, sometimes expressed as accelerating inflation, sometimes as a deteriorating current deficit and sometimes as excessive unemployment. The trade-offs undoubtedly worsened up to at least the early 1980s and, whatever one's hopes of supply side improvements, the conclusive test is yet to come.

But the matter cannot be left there. If the balance of payments were the main obstacle to full employment, all we would need to remove it would be a monetary union containing both surplus and deficit countries. But to say this would be to overstep, and therefore discredit, the desirable goal of European monetary union. Indeed the Cambridge interpretation cannot explain the upward drift in unemployment in surplus countries like Germany, which ought on that theory to be bursting with overall employment instead.

If the current deficit really is a problem why cannot we remove it by the textbook combination of expenditure reduction and real depreciation? If we can, Mr O'Shaughnessy's problem does not arise.

If we cannot, it is because at full employment there would be successful resistance to the real wage cuts implied, and the process could only succeed at two or three million unemployed, or whatever the NAIRU now is. Thus it is the resistance of labour market institutions to market clearing real wages which constitutes the obstacle to full employment.

I am sorry that there have been some thorns in my preferred olive branch. But the Cambridge blockage on the subject of pay and jobs and the obsession with the extremely superficial problems arising from frontiers and currencies is an obstacle to recognising the common ground that undoubtedly exists.

## LETTERS

### 'Free markets are fine among equals'

From Mr Peter Minton. Sir, UK companies manufacturing technological products are likely to be a primary target of continental European and north American predators in the run up to 1992. For their European competitors they provide an easy way into the European marketplace after 1992.

Allen Sykes's article pointed out the bid-proof nature of the important European companies (January 4); this is certainly true of those in the technological area of business. So the rationalisation which the European electronics and electrical industries so badly need will almost certainly come from the purchase of UK companies by continental groups.

The joint ventures being signed at present are hardly the meeting of equals. Will they — as Christopher Lorenz suggested recently in your Business Column — end in tears for the UK partners? The UK is the only devel-

oped country which has no governmental strategy to protect and enhance the technologies on which its future strength depends. Free markets are fine among equals, but there are no genuinely free markets in technology other than in the UK. So UK companies such as GEC, Racal, STC can be bid for, but have almost no opportunity to bid for their opposite numbers in, say, West Germany.

1992 could therefore see a large part of the manufacturing element of the electronic and electrical sectors gone.

As Ian Tegner says (Letters, January 27), this will create a dilemma for institutional investors. If 1992 is going to mean something, it should be that we look at pan-European sectors — for example, investing in CBE not as part of a French, but as a constituent of a European electrical portfolio. Peter Minton, Sheppards, 1 London Bridge, SE1

From Mr Allen Sykes. Sir, My article (January 4) did not, as Mr Ian Tegner suggests (Letters, January 27) comment on the average level of efficiency of UK companies compared with their continental counterparts. I merely said that the continental practice of high leverage and equity holdings by banks is a formidable restraint on managerial inefficiency.

I argued that the comparative inefficiency of any bidder should be justification for refusal to the Monopolies and Mergers Commission if the bidder is bid-proof. If a bidder is and will remain efficient, what economic detriment does the UK or the European Community suffer from permitting such a bid to proceed? It is difficult to see how much further it is possible to go without making the criteria for permitting bids to become largely subjective — that is, based on non-economic criteria such as "fairness". Mr Tegner's point that the

bid-proof nature of so many of our EC competitors makes rationalisation for the single European market something of a one-way process, potentially to the UK's serious detriment, is an interesting generalisation which I have some sympathy. The question to be asked is: how many UK companies are or have been precluded from important takeover targets in Europe being bid-proof? Some objective evidence is urgently needed on this critical point.

Supposing this to be a material issue, what solution can be proposed that is not worse than the problem it seeks to remedy? Careful thought is needed on this if a case is to be made for modifying government policy. But any change must pass the essential test of promoting the long-run efficient use of UK (or UK-owned) assets. Allen Sykes, 31 Charles II Street, St James's Square, SW1

### Relationship with the bank is a two-way street

From Mr Paul Spencer. Sir, "Loyalties in banking" (leader, January 18) very fairly represents the current debate on banking relationships, and was responded to by Mr John Groul (Letters, January 27).

Having read Mr Groul's views on relationship banking, I came to the conclusion that what advantage he gave his "relationship bank" was minimal, and yet he expects complete loyalty in return. No wonder banks believe, as your leader writes says, that

companies want it both ways. In my experience a bank still looks very carefully at its relationship with a customer: how far back it goes; quality of the involvement; seniority of the contacts and, of course, how extensive the relationship compared to other banks. But over the last few years most companies have become more transaction oriented, and this has forced banks to look not just at the relationship but also at the returns that relationship brings.

In an acquisition a bank has to compare this with the relationship it may have with an acquirer: company and its returns it could make for its shareholders (banks have these too) through financing the acquisition, plus the additional business it might get if the bid is successful. Banks must wonder what people mean when they talk of loyalty in acquisitions. The bank's prime job is to provide finance. It is the shareholder's responsibility to determine the

merits or otherwise of the acquisition. Companies performing well for their shareholders will rarely have problems with bank relationships. Companies not performing so well should not be surprised or offended when banks, observing all the correct procedures on confidentiality of information, do what they are there for, and provide finance. Paul Spencer, Hanson, 1 Grosvenor Place, SW1

### Who's for the slammer?

From Mr Henry Lawson. Sir, With London's railways suffering from an acute shortage of capacity, why is British Rail planning to replace slam-door suburban stock by new trains with sliding doors? It is generally acknowledged that these sliding door models will compound the problem, reducing passenger capacity and adding to congestion at stations.

Just before nationalisation of the railways, when trains of 1920s vintage were due for replacement, the Southern Railway contemplated the introduction of sliding door trains, but after careful consid-

eration opted for a more modern version of the traditional slam-door train.

It was recognised then that slam-door trains were unrivalled for getting passengers on and off quickly at busy stations; for providing as many passengers as possible with a seat; for providing something to hold on to for passengers who did not get a seat, and for providing convenient places to put their coats and bags. Recent studies by British Rail have confirmed this. Passengers are accustomed to these trains, and a tradition of usage has grown up around them. Changing the design of

the trains is liable to cause passenger resentment, and could result in the rail system becoming clogged up.

Further advantages of slam-door stock are that, being mechanically more straightforward, it is less expensive than sliding-door stock to build and maintain, and more reliable in service. The obvious disadvantage of slam-door stock is that passengers open doors on moving trains, sometimes causing accidents. But sliding-door trains are a technological sledgehammer when it comes to cracking this particular nut. All that is required is some

form of centralised locking, under the control of the train crew. It should not be difficult to devise an inexpensive and robust safety lock which would do the trick. It could then be fitted to existing carriages with slam doors, many of which are going to be around for another 15 or 20 years.

Could it be that British Rail's managers are opting for sliding-door stock through an excessive concern for image, and a desire to be seen to be using the latest technology? Henry Lawson, 19 Queen's Gardens, Brighton, East Sussex

## "Business with 20 Italian companies. 20 locations. 20 different ways of looking at problems. How many banks handle your business?"

- Actually, only one, Leas. And for me, it's Credito Italiano.
- Credito Italiano? Yes, humm...
- I know they're big, lots of branches, Henry... but...
- Nearly 500 to be precise, and what's more important is exactly where they are. Geographically speaking, they're better distributed than any other single Italian bank.
- Really?... interesting... but what kind of services do they offer? Have they got what we need?
- That's the point, Leas. They're just what we're looking for to sort out our business in Italy.
- O.K., but give me the details.
- One example... ECO Italy... Electronic Collections on Italy. One account in whichever branch is best for us and all our business - wherever it comes from - is handled through that branch.
- Using telematics, I hope... we all know what the mail is like.
- Yes. Don't worry, it's fully computerized... and another good thing is we can get our up-to-date position in Italy, with full details, right here in the office, and any time we like. Not bad, eh?
- O.K. Henry, sounds good, but any chance we can try this service out?
- No problem, Leas. Credito Italiano will give us a free demonstration.
- Great. Why don't we give them a call, then?
- Er... well... in fact, I already have done. They're expecting us tomorrow.



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# FINANCIAL TIMES

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## Janet Bush on Wall Street

### A balancing act for the task force

TESTIMONY on what should or should not be done about leveraged buy-outs and hostile takeovers has been flooding Congressional news wires since the inauguration. Less well publicised is the debate at state level and within the pension fund industry whose billions have been a crucial component of LBO pools such as the war chest of Kohlberg Kravis Roberts.

Many states issue guidelines to the managers of their public pension funds on takeovers, proxy fights and restructurings.

In New York, a task force is examining the investment of public and private pension funds in corporate takeovers and two public hearings will be held in March.

The furor over leveraged buy-outs has provoked a wider debate about the regulation of pension fund investment.

The concern is two-fold. First, the task force wants to find out whether leveraged buy-outs, and therefore pension fund investment in LBO pools, is damaging to the local economy.

Mr Vincent Tese, economic development director to New York state Governor Mario Cuomo, said that concern in New York was heightened when rumours surfaced of a possible takeover of Corning Glass, a major employer in a part of the state which suffered very high unemployment in the last recession.

Secondly, the state wants to examine ways in which pension funds could be encouraged to invest more conscientiously in the future of the state's infrastructure, research and development and job creation.

In New York, around \$1bn of a total \$4bn is earmarked for leveraged buy-outs. About \$500m of that was invested with KKR and some in a Forstmann Little LBO pool.

Less than desired is being invested in the future of the state economy. In 1987, the state legislature enacted the so-called basket clause which gave trustees leeway to invest up to 7.5 per cent of their assets in a diversified portfolio including investments which helped the state economy.

"So far, none of the funds has even come close to achieving this goal. It is clear the method of allocating funds needs review, and new devices must be found to increase the use of the basket clause," Mr Tese said.

At the centre of the pension fund debate is ERISA - the Employee Retirement Income Security Act of 1974 - which requires fiduciaries to manage pension plan investments prudently, and solely in the interest of participants and beneficiaries.

Mr Ira Millstein, principal consultant to the task force and chairman of the Board of Advisors of the Centre for Law and Economics at Columbia Law School, believes that, eventually, ERISA may even be amended to make sure the right balance is struck on where pension fund assets are invested.

Last week, the Labor and Treasury departments issued a statement interpreting the duties of pension fund trustees under ERISA towards takeovers which offered a premium to the market price. Some pension fund trustees had felt it was their duty automatically to accept such offers to capture the premium.

The Treasury and Labor departments said this was not the case but that fiduciaries had a duty to ensure the "economic best interest."

In other words, fiduciaries should take a fairly close and analytical look at the merits of a takeover proposal and make an active decision on whether to support or reject the plan.

The implication is that pension fund support for a takeover simply because it offers shareholders a premium may not be forthcoming if there are judged to be long-term risks to the company.

ERISA is also being looked at in light of the paucity of investment in the longer-term health of local economies.

Mr Millstein said that academics and regulators are now wondering whether ERISA draws the strings too tight.

Its requirement that fiduciaries must act primarily in the interests of beneficiaries discourages investment in the local economy in, for example, infrastructure projects offering a less certain return, which can often only be realised in the longer-term.

"There is a feeling that the balance between straight investing for the maximum return and investing for longer-term, indirect economic benefits is slightly skewed," Mr Millstein said.

## Shevardnadze to meet Afghan rebel chiefs

By Christina Lamb in Islamabad and Quentin Peel in Tashkent

MR Eduard Shevardnadze, the Soviet Foreign Minister, has extended his visit to Islamabad in order to hold talks today with Afghan resistance leaders. The surprise talks represent a final attempt to reach a peaceful settlement in Afghanistan and avoid a prolonged civil war after February 15 deadline for the Soviet troop withdrawal.

Mr Shevardnadze's rearranged schedule will enable him to meet Dr Ali Akbar Velayati, the Iranian Foreign Minister, and Mr Yuli Vorontsov, the Soviet Deputy Foreign Minister and Ambassador to Kabul. Both flew into Islamabad last night from Tehran with Mr Sigghatullah Mojadiddi, head of the Pakistan-based Afghan resistance alliance.

Yesterday a mass of Soviet armour, artillery and trucks loaded with soldiers assembled in the biting cold at the Afghan border town of Hairatan on the Oxus River bank, ready for a ceremonial crossing back to Soviet territory today.

A big reception at the Soviet border town of Termez is planned for the returning soldiers with full coverage on national television, as the Soviet authorities are determined to put a brave face on their military debacle.

However, their departure leaves President Najibullah's regime tottering in Kabul, battered by rocket attacks on the suburbs and a food blockade of the capital enforced by the Mujahideen guerrillas.

The Soviet news agency Tass reported yesterday: "Kabul is now effectively under martial law. For the purpose of ensuring security the armed units of the people's militia and volunteers stepped up control over the deliveries arriving in the capital and are searching vehicles."

In meetings yesterday with Ms Benazir Bhutto, Pakistan's Prime Minister, and Mr Yaqub Khan, Pakistan's Foreign Minister, Mr Shevardnadze apparently asked the Pakistani Government to sign a reaffirmation of the Geneva accords, prohibiting third party intervention in Afghan affairs. He also asked the Pakistanis to sign an agreement that all external sides stop arming their respective allies in the Afghan conflict.

Pakistan refused. Ms Bhutto could not agree to such requests without risking a rift with two key influences on Pakistan's Afghan policy - the Pakistani Army and the United States.

## Rodriguez discourages the cynics

### Ivo Dawnay assesses the prospects for democracy in Paraguay

**The departure of Gen Alfredo Stroessner from Paraguay might, not only mark the final passing of the dinosaur era of Latin American dictatorships, General Andres Rodriguez, who seized power in the early hours of last Friday, has vowed to respect human rights and restore democracy to the landlocked republic of 3.5m people after 34 years of international ostracism of one of the most reviled regimes on the continent.**

But while most of the population in the sleepy, village-like capital of Asuncion seemed to welcome the end of the Stroessner years, in diplomatic circles at the weekend there remained scepticism over the depth of the new junta's commitment to true democracy.

This hesitancy rests on the suspicion that the bloody events of February 2 represent not a genuine revision of the Paraguayan cake, but merely a transfer of the cake knife between the two warring factions of the long-ruling Colorado Party.

"We will hold elections within three months. They will be free, democratic and provide equal opportunity for all," he said.

Although there is an embryonic four-party coalition of opposition parties - the so-called National Accord - it seems highly unlikely that the Paraguayan people, having never experienced true democracy, will feel inclined to deprive Gen Rodriguez of his newly won presidential sash at the polls.

Mr Domingo Laino, the principal opposition leader, has called upon Colorado to join a "common fight for liberty, bread and economic and social reform."

But his hopes of defeating Colorado, already promising to tread a similar path, look slim indeed.

More clearly substantiated are the historic motives behind the coup. Since 1964, the Colorado Party has suffered a catastrophic schism between the militant faction, led by Mr Mario Abdo Benitez - ex-President Stroessner's political secretary - and the traditionalist establishment.

Gen Stroessner, weakened by ill health, worsened his position by provoking discontent in the armed forces, already seething over wages.

A month ago, he not only promoted his unpopular son, Gustavo, to a full Army Colonelcy - raising fears that he was the chosen heir - but at the same time sacked many mid-ranking army officers without retiring the old guard generals.

It was a clash with Gen Rodriguez, commander of the Armoured First Army Corps quartered just outside the capital, that sealed the dictator's fate.

A long-time Stroessner loyalist and one of the captains who took part in the original 1954 coup, Gen Rodriguez had been a favourite son, entrusted with consolidating the armed forces as his boss took an iron grip over the party.

Along with his youngest daughter, Maria, had sealed the link between the families by marrying Stroessner's son, Freddie.

Gen Rodriguez, 64, is now one of the richest men in Latin America, with hundreds of thousands of hectares in cattle farms, a major import-export business, a jewellery company and a foreign exchange house said to be earning between \$20,000 and \$30,000 a day.

As commander of the cavalry regiment, the general also controls the frontiers of a nation famous for its unofficially sanctioned contraband operations. An estimated 35,000 of Paraguay's 85,000 cars have been stolen from abroad and other operations range from luxury goods, gun running and inevitably, drugs.

No firm evidence of involvement by Gen Rodriguez in illegal activities has ever been revealed, but the Paraguayan ruling elite has long been "sweetened" by Gen Stroessner by the takings from the country's off-the-books activities.

According to rumours in Asuncion's gaudy neo-classical suburbs, the final breach between the old general and his protégé came 10 days ago when Maria finally declared she would divorce the young Stroessner.

At the same time, under pressure from his militants to remove the powerful traditionalist First Corps commander, the dictator demanded that Gen Rodriguez accept either the ministry of defence cuts or resignation.

Within days, the cavalry had saddled up. After failing in the first attempt to capture the quarry as he left the downtown home of a mistress, they finally pinned Gen Stroessner down for a bloody six-hour last stand at his loyal Escort Regiment's barracks.

As the excitement dies down, the events of the last few days look more like the toppling of an old-fashioned tyrant by an old-fashioned coup - an internal family squabble, with Gen Stroessner in the role of King Lear, brought down by an old man's vanity.



Rodriguez new leader for Paraguay

## A taxing tax for Brussels

**The high-minded debate between Mr Lawson and the Eurocrats on the ticklish question of an EC-wide withholding tax might suggest that a major matter of principle is at stake. On one side, Mr Lawson protests that creating new encumbrances is inconsistent with Europe's great efforts to bring barriers down. The other side argues that since capital controls are being finally eliminated next year, remaining differences between taxes in member countries need to be ironed out to ensure level playing fields and so forth.**

In fact, last week's proposal from the Commission recommending a minimum withholding tax of 15 per cent has little to do with principles of any sort. Indeed, the Commission only agreed to examine the issue in the first place as a quid pro quo to get France (and to a lesser extent Italy and Denmark) to agree to lifting capital controls. With the patchwork of withholding tax now ranging between zero and 50 per cent across member states, individual positions are proving hard to reconcile, and already the initiative is well behind schedule.

France, which has one of the highest rates of withholding tax in the Community, fears an outpouring of the money of its wealthy bourgeoisie when controls are removed next year. The UK, meanwhile, is concerned for the popularity of London as a financial centre if Europeans start paying withholding tax on UK bank deposits and other presently exempt instruments. Germany, which has already taken plenty of stick for the introduction of a 10 per cent tax, is not keen to move to a higher rate again.

The French concern is a real one. Mr Lawson may argue that removing controls does little to affect capital flows, but the loss of some £40bn in long term capital last year from Germany to havens like Luxembourg suggests otherwise. The logical solution to the French problem might be to apply an identical tax to interest payments everywhere, but that would be impossible, and undesirable too. It might stop the tax evader, but would severely disrupt the much larger institutional money markets. Moreover, erecting barriers throughout Europe would simply send all the tax-shy money in the EC to Switzerland and to other non-EC monetary hideaways.

It is therefore no surprise that the proposal to be presented to Europe's finance ministers is a weak compromise, and as such scarcely looks effective. The suggested minimum rate still leaves France at a great competitive disadvantage, while a variety of important exceptions - including Euromarkets and the wholesale money markets - can only undermine the whole thing further. It seems any semi-alert tax dodger could avoid paying withholding tax altogether, and the only investors whom the rules might catch are those who fondly insist on the superior quality of European domestic markets.

Despite their lack of potency, the present proposals have little chance of gaining the required unanimous support, with the UK and Luxembourg opposed. Perhaps the UK can be bought off with an even weaker scheme, leaving Luxembourg too small and weak to be the sole spoiler. But such a package would quite fail in its initial purpose, becoming just another headache for the European tax man.

**UK Building Societies**  
1987 total assets £160.4m

Hatfield	16.5
Abbey National	15.8
Nationswide	15.2
Woolwich	12.5
Alliance	11.8
Leeds	11.5
National Provincial	11.2
Others: 18.9	
<b>Total</b>	<b>160.4</b>

vert to plc status it will no longer be able to call itself a building society. But as long as this is made clear, there are powerful reasons why the BSA should change its rules so that Abbey can remain a country member, at least.

Abbey accounts for 10 per cent of the BSA's income, and if, as seems likely, Alliance & Leicester, National Provincial and the Halifax, follow its lead, the BSA would be in dire financial straits. More important, if the Abbey is forced out, the BSA will be even more unrepresentative of its industry than it is now. The best thing would be to rename the BSA, the Housing Finance Association and open membership to the High Street banks and wholesale lenders who together account for 40 per cent of new mortgage lending.

## Building societies

Next Thursday's meeting of the UK's Building Societies Association to decide whether Abbey National should be allowed to continue as a member will be far more important for the rest of Britain's building societies than for the Abbey itself. The purely commercial ways which led up to the decision by Britain's second-biggest to turn itself into a bank have caused an unusual amount of soul searching in a business which has remained largely untouched for more than a century. What better way to signal the error of its ways than blackballing it from the building society club?

Europe is littered with examples of successful mutually-owned financial institutions and building societies have every right to differentiate themselves from commercial banks whose ability to waste customer's money in the pursuit of so-called profit is embarrassing. Assuming that the Abbey gets permission to con-

## Merger policy

The latest clutch of UK takeover bids has revived an argument last heard in the days of the Rowntree-Nestle battle - that of reciprocity, or fair play against the foreigners. The Monopolies and Mergers Commission gave short shrift last week to Gold Fields' complaint that the Anglo-American group is bid-proof; underwritten, Bassett lodged a formal complaint with the OFT last Friday about the hostile bid from Fraxordia, on the grounds that Swedish companies are safe from foreign takeover.

The basic proposition was rejected out of hand by Lord Young at the time of the Rowntree bid, on the grounds that countries ill-advised enough to deprive themselves of the takeover stimulus merely harm themselves. Aside from the fact that this is not obviously true of Japan and West Germany, the argument contains a paradox. A Swiss or Swedish takeover of a British company exports the bid-proof culture to Britain. If Polo Mints and Yorkie Bars deteriorate in the hands of Nestle, the UK consumer can no longer look to a change of ownership to put things right.

But after all, reciprocity is only an issue in the UK on nationalistic grounds. When AB Foods bid for Bordenford in 1987, it was not an objection that the bidder was family-controlled; nor has it been seriously suggested that privatised UK companies should be barred from hostile bids because they are themselves protected by golden shares. If UK companies want to erect an import barrier to cut off British investors from foreign cash, they must make a better case than this.

## Storehouse chief hits back at Edelman

By Maggie Urry in London

MR Michael Julien, group chief executive of Storehouse, the British retail group, has responded fiercely to criticisms from Mr Asher Edelman, the New York-based arbitrageur who has built up a 6.1 per cent stake.

Mr Julien threw down a "shut up or put up" challenge to Mr Edelman. But he argued a break-up or leveraged bid for the group was not feasible in the present gloomy environment for UK retailing. He said Mr Edelman was distracting management at a critical time and was disrupting staff morale.

Mr Edelman has suggested that shareholders would gain if the group were sold as a whole or in parts. He has attacked Mr Julien's management of the company, where profits are set to fall sharply. Mr Julien joined the group in June last year.

"There is no way we are going to be bullied," said Mr Julien. He has a six-inch thick dossier on the American's past activities in his London office.

He said Mr Edelman's tactics were "pretty predictable" - he likes to obtain the maximum influence with the minimum investment." Mr Julien added, "If he wants a say in this company's affairs he has to bid for it."

Mr Edelman, whose interest in Storehouse was first revealed in December, has suggested that parts of the group should be sold off or that the company should be sold as a whole, possibly to the management. Storehouse, which is chaired by Sir Terence Conran, includes BHS, formerly British Home Stores, Mothercare, which caters for mothers and children, Richards, the women's fashion chain, and Habitat, the home furnishings retailer.

Mr Julien believes that Mr Edelman and his advisers, which include BZW, the investment banking arm of Barclays Bank, have been "touting the brand companies around at ridiculous prices and found no takers. There are not too many takers for BHS either," he added. He said he had a written assurance from the chairman of Barclays that the bank would not finance a bid for Storehouse.

In a letter to Storehouse last month, Mr Edelman proposed the sale of all the businesses except Habitat and the Conran Design company. More recently he has been quoted as saying everything should be sold except BHS. That change of plan, suggests Mr Julien, shows he has been unable to line up a buyer for BHS.

Mr Julien referred to a recent circular from Phillips & Drew, a stockbroker, which said the net asset value of Storehouse was likely to be between 150p to 155p a share compared with Friday's closing share price of 192p.


Phillips & Drew went on to say that a leveraged buy out could just work at 192p a share but that would leave no profit for the bidder and would not give the shareholders a premium. The broker concluded that "a leveraged buy-out could not be justified at the current price (then 199p) and there is insufficient value in a break up bid."

Mr Julien said he could not endorse the figures, though it was apparent he agreed with the broker's argument. He dismissed the idea of a management buy-out as "unethical".

Analysts have been cutting their profit forecasts for Storehouse's financial year to end March. On Friday Warburg Securities, the group's own broker, slashed its estimate from 287.5m (\$153m) to £70m, against £107.3m the previous year.

Mr Julien refrained from commenting on current trading, except to say that conditions are "bloody tough". However, he did not attempt to deny the general direction of brokers forecasts.

This announcement appears as a matter of record only.



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October, 1989

## Anti-dumping levy row

Continued from Page 1

The Commission for damages. He is appealing against the UK fine and considering an appeal against the Dutch ruling as well. Mr Ravel argued that he had merely taken Hyundai's ships on a time charter, normal practice among shipping lines, and that he also planned to increase freight rates on the route. "The Commission has been pushed by these large shipping lines who just want to try to defend their monopoly," he added.

The Commission does not plan to intervene in this dispute officially, leaving it up to national courts to decide. The latter will probably refer it to the European court, the final arbiter on EC law.

Mr Alan Bott, chairman of the Australia Europe Conference, the organisation of EC shipping lines which launched the original anti-dumping action against Hyundai, claimed Sofrana was acting on the South Korean company's behalf. "Their fingers are now well and truly caught in the legal mangle," he said.

WORLD WEATHER							
Alaska	12 5	Dubrovnik	11 5	Melb.	14 5	Rhodes	17 5
Algeria	12 5	Edinburgh	11 5	Manchester	14 5	Rio de J.	17 5
Am.	12 5	Frankfurt	11 5	Moscow	14 5	Saltzbr.	17 5
Athens	14 5	Helsinki	11 5	Mumbai	14 5	Sarajevo	17 5
Bangkok	22 5	Istanbul	11 5	Osaka	14 5	Singapore	17 5
Barcelona	14 5	Lisbon	11 5	Seoul	14 5	Sofia	17 5
Berlin	14 5	London	11 5	Sydney	14 5	Taipei	17 5
Bombay	22 5	Madrid	11 5	Tokyo	14 5	Tel Aviv	17 5
Buenos Aires	22 5	Mexico	11 5	Yokohama	14 5	Toronto	17 5
Bussan	14 5	Nairobi	11 5	Washington	14 5	Urumchi	17 5
Cairo	14 5	Rangoon	11 5	Yokohama	14 5	Urumchi	17 5
Calcutta	22 5	Saigon	11 5	Zurich	14 5	Urumchi	17 5
Chongqing	14 5	Seoul	11 5				
Colombo	14 5	Singapore	11 5				
Copenhagen	14 5	Tokyo	11 5				
Dhaka	14 5	Washington	11 5				
Dublin	14 5	Zurich	11 5				



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### INSIDE

#### Red flag keeps the Spanish bulls at bay

Any bullishness over new Spanish borrowings abroad has been firmly reined back following the introduction of tough new credit controls last week. While these remain in place, Spanish names will rise next to nothing in foreign currencies. The measures require borrowers to deposit 30 per cent of new foreign currency loans interest-free at the central bank. Page 16

#### Bond holders in revolt

RJR Nabisco, the US cigarettes and foods company which triggered panic among investors in corporate bonds when it announced proposals for a leveraged buy-out, now faces demands for compensation from some of its bond holders for the losses they incurred when the scheme was unveiled. Page 18

#### A question of corporate size

A growing body of sceptics is starting to question the doctrine that bigger will automatically be better for corporate Europe after 1992. According to a report from the London Business School, the current rush of cross-border acquisitions could be positively harmful to competitiveness. But, argues Christopher Lorenz, there is no single truth about optimum scale in Europe. Page 38

# BIG IS BEST

#### If at first you don't succeed

Over the years Explura Holdings, now quoted on London's Unlisted Securities Market, has been very much a stock for the hardened speculator. As a shell, the company embarked on a number of hopeful enterprises which met with little success: it went into production in Sri Lanka, a gold mine in Spain. Now it is about to go into production with a limestone quarry in Newfoundland. Philip Coggin explains the way in which the first part of its project - building the quarry - has been achieved and how there is plenty of marketing work to do before the scheme can be classed as a success. Page 22

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## Scramble for jewels of the deep

### Steven Butler examines the sale of Texas Eastern's North Sea oil assets

Last year was a factor in the busiest asset trading year in the history of the UK oil industry, with some 2.5bn barrels of oil equivalent in the ground changing hands.

This year is unlikely to come close to that total, which was boosted by the BP takeover of Biffol, but 1988 is already taking shape as a second hyperactive year for making deals.

With the oil industry showing a ravenous appetite for quality assets, and ready to pay a high price, oil acreage is finding its way to market.

There is no doubt that the oil assets of Texas Eastern, the US pipeline company, which are being virtually dumped on the market as the result of a hostile takeover bid by Coastal, will find a welcome home quite quickly.

The list of potential buyers runs to just about any oil company with a cheque book, although some companies, including British Gas, Enterprise Oil, Amoco, Amerada Hess, and Mobil Oil, may be particularly well placed to risk high bids because, as partners to Texas Eastern, they know the assets better.

A director from one of these companies, which has been trying for some time to get hold of the assets, was last week cooing about how beautiful they are, prime assets that are superbly balanced.

The advantage of an insider was well illustrated last year when Repsol, the Spanish state oil company, was prompted by Enterprise after it agreed to purchase from Texas Eastern a 10 per cent interest in the Beryl field for \$270m (£156m).

Repsol was originally thought to be overpaying. The figures for Texas Eastern's proven reserves, 510m barrels gross oil equivalent, 300m in the UK and about half in gas, come nowhere close to explaining the attractions.

Texas Eastern has been active in the North Sea from the first licensing round over 20 years ago, and has assembled a spread of producing assets, prospective developments, and exploration acreage that most exploration managers can only dream about.

The assets come with an extensive data bank on the North Sea that is difficult to assemble and valuable in its own right, and if a novice North Sea explorer comes in with the highest bid, an experienced staff is thrown in to boot.

The assets could easily have supported an independent company, although there is little time to arrange this now, with a March 15 deadline for the sale.

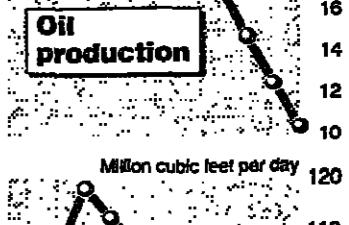
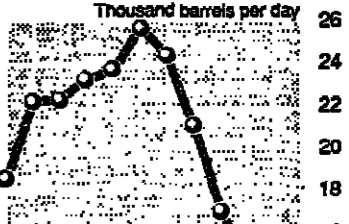
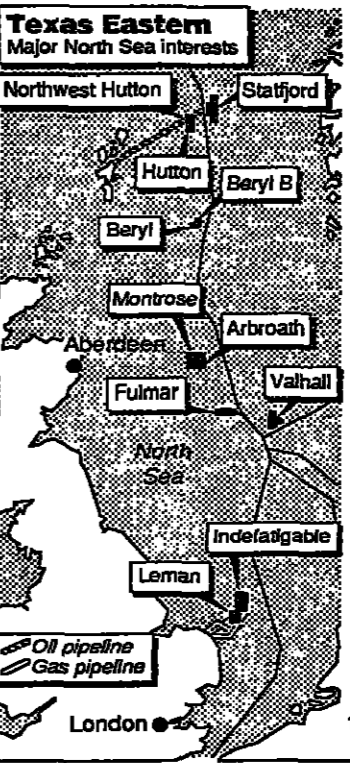
The balance exploration companies seek, and that Texas Eastern has, consists of a rising production profile, providing a strong cash flow to finance an exploration programme capable of replacing reserves that are, by definition, always being depleted.

This requires a string of development prospects that can come on stream at a speed that does not strain the capital resources of the company, and a spread of highly prospective exploration acreages.

Texas Eastern has this by dint of the fact that it was in on round one of UK licensing.

Some of its older acreage is considered prime now because of the bank of geological knowledge accumulated, and because, close to existing infrastructures, even small discoveries can be profitable.

That balance is well illustrated by ranking statistics developed by Country NatWest Woodmac, the broking house.



US investors who saw Texas Eastern primarily as a gas transmission company. By the time the auction is finished, these assets may turn out to be more valuable than the pipeline side of the business.

To companies like Amerada Hess, Occidental Petroleum, or Ranger Oil, the message must be clear, that the North American stock markets could prove to be the cheapest way into the North Sea.

## Congress goes on a duck shoot

It's "Read my beak" time in Washington. Mr Richard Darman's duck has already come home to roost. (Yes, I know that ducks don't roost, but the cliché is irresistible).

Some readers may need a little explanation. Mr Darman, the Budget director, brought ducks into politics some two weeks ago, when an interviewer asked him to define the difference between a tax and a user fee, or whatever other evasion may be invented: if it looks like a duck and quacks like a duck, it's a duck, he said.

This was a good homey metaphor, but bad politics. For it invited the opposition to join in the bird-watching. This became painfully obvious last week when Mr Nicholas Brady, the Treasury Secretary, floated the idea of a charge on all insured deposits to pay for the rescue of the thrift industry.

This is surely an insurance premium, and the rate he proposed, of about 0.5 per cent, was very close to the amount actually charged when Federal deposit insurance was first launched. The response was so hostile that this must be counted as the first serious setback of the Bush administration.

Now the idea of providing deposit insurance does raise serious policy questions. Moral hazard is always a danger, and it is a phrase to describe the lunatic and often criminal antics of part of the savings and loan industry. Insurance enables such operators to continue to attract deposits, and the money brokers provide such deposits on a large scale.

Insurance, therefore, can only

safely be offered if the industry is well capitalised and well supervised. The forthcoming Bush plan for the industry will no doubt address these matters.

However, if deposits are to be insured, it is hard to see the objection to charging an adequate premium; indeed, Congress has itself discussed higher premiums in past debates on the thrift crisis. In normal times, the Congressmen would simply have discussed how big the charge ought to be.

Not this time, though. Since the "Read my lips" election campaign, the Democrats in Congress are determined to hoist the President with his own rhetoric. They are convinced that taxes will have to be raised to reduce the deficit, and determined that Mr Bush will be seen to have eaten his words.

It was hard not to laugh when Mr Brady's proposal was greeted with cries of "It's a duck", and everyone is braced for jokes about quack forecasts when the President outlines his own Budget next week. But the joke will grow very sour before Congress tires of it.

It means that Budget-making will be the usual chaotic nightmare of this year (the betting on Capitol Hill is on a final crisis Budget summit as late as October), which suggests that the next meeting of the Group of Seven will be a good deal less polite than the one which has

### The Democrats are out to hoist Mr Bush with his own election rhetoric, reports Anthony Harris in Washington



just ended. The duck affair also fits into a broader picture: this supposedly expert Administration of Washington insiders is so far looking a little inept.

Mr Darman is a highly intelligent policy-maker. Mr Brady is a patriotic investment banker who is no doubt used to deference and good manners. Neither is a politician by trade, and it shows.

Nor is Mr Louis Sullivan, the black Health Secretary designate, who wants to keep his connections with the medical school he is leaving, perhaps with a stipend. His problems seem to have come as a complete surprise to the very rich men who want to appoint him. Ex-Senator Tower, by contrast, is perhaps too much of a politician; he is known as one of the boys. *Hinc ille lacrimas*.

President Bush already has his political problems, despite his rising popularity (and the quite extraordinary unpopularity which Congress has brought on itself by apparently accepting a long-overdue pay increase). He complains that when he holds "secret" discussions in his search for bipartisan policies, some of those present leak to the Press. What on earth did he expect?

He also has an engaging habit of answering questions fully, frankly and off the cuff. Sometimes too frankly: he announced his general agreement with Federal Reserve Chairman Alan Greenspan on economic policy, while confessing that he had not read what Mr Greenspan had to say to Congress.

Mr Bush is likely to be more vulnerable to any serious trouble than Mr Reagan ever was, simply because he is so publicly engaged in everything that is going forward, and the economy looks likelier than any personnel problems to provide that trouble.

Mr Greenspan is in fact showing increasing alarm both at the deficit and at the unchecked pace of economic expansion, which he regards as very near the safety limit. He remains optimistic about the trade deficit (which makes at least two of us), but the fiscal deficit does appear to be stuck again, despite last year's Gramm-Rudman.

The fact is that the Gramm-Rudman law does not work unless the Budget is based on a realistic economic forecast. The Budget must by law produce a forecast deficit within defined limits; but as is shown by the substantial overshoot in the current year, there is no provision for a course correction once any wishful thinking is shown up by events.

Mr Greenspan is effectively warning the politicians that he will make sure that the interest rate forecasts in the final Reagan Budget are hopelessly over-optimistic. Rates could come down, he has conceded, once a credible Budget is in place (though hardly as sharply as the Administration projected); but the next move is expected to be up again.

Meanwhile the Congressional

Budget Office has spelled it out: if growth falls to the trend rate regarded by Mr Greenspan as safe, then on present policies the deficit is stuck, indefinitely.

The remedy does not in theory have to be something that quacks; the deficit could be cut by reducing tax breaks (but the President wants more), by cutting defence (but Mr Bush is more cautious here than second-term Reagan), or indeed by such financing changes as indexed borrowing (which Mr Michael Boskin favours, but Mr Darman opposes).

In practice, the choice still seems to lie between wishful thinking, and something which even Mr Darman would recognise as a duck.

The Republican Right is already trying to remind the President that on this issue, he is no moderate, but a man who shoots ducks when he sees them. The Congressional pay issue is being worked up almost hysterically to brand Congress as a collection of greedy hogs.

Mr Greenspan is portrayed as front man for a central bankers' conspiracy to foreclose on the American dream, and indeed Mr Jack Kemp, designated as a Cabinet member, was congratulating Mr Bush as "President ready to stand up to the Fed," even as Mr Bush was praising Mr Greenspan. Mr Bush's economic honeymoon does not look like lasting much longer than the balmy Indian summer which greeted his accession. As I write, snow is forecast.

## Economics Notebook

### Imbalance worries are eclipsed

LAST WEEK'S Group of Seven meeting in Washington witnessed an apparent downgrading of the global current account problem which was one of the original spurs to greater economic policy co-ordination.

The G7 countries decided that they could continue aiming for exchange rate stability, shrugging off a virtual halt in the hoped-for decline of the current account imbalance between the US, Japan and West Germany. During their talks, the G7 finance ministers and central bank governors heard from the International Monetary Fund that the so-called adjustment process had slowed down.

There seems little chance that the US current deficit will fall much from its present annual rate of around \$190bn while the Japanese and West German surpluses seem stuck around \$75bn and \$45bn respectively. In the past, such news would have spread discord and dismay among the assembled finance ministers and central bank governors from the US, Japan, West Germany, Britain, France, Italy and Canada.

In 1987, the imbalances prompted the US to engage in a public row with West Germany and resort to a policy of dollar devaluation to extract more expansionary policies from Bonn and the Bundesbank.

The imbalances have caused economic pundits to forecast market instability, a dollar collapse and warn of the dangers inherent in the US accumulating up to one trillion dollars worth of foreign debt by the early 1990s. Their warnings appeared all too valid when the US-West German row was overtaken by the October 1987 stock market crash.

But last Friday, the news about the current account deficits caused little visible concern. The G7 clearly found it difficult to cry wolf when the

world economy has been so obviously buoyant.

Mr Michael Wilson, the Canadian Finance Minister, said the seven had agreed that the global economy was in "good shape" while Mr Satoshi Sumita, the Japanese central bank governor, said it showed even "brighter signs" than it did when the G7 last met in West Berlin in September.

Although the West German finance ministry expressed some alarm that the current account adjustment process could be seriously impaired if the dollar rises much above DM150, there are hopes that the decline in the imbalance will resume.

US Treasury officials said that US exports are strong and export order books even stronger. IMF officials believe that US exports could grow more strongly if the US economy slows as expected during the year. The imbalances also appear less threatening because their composition has changed. The West German surplus, for example, is now largely with Europe rather than the US.

Other G7 countries may not want to rock the boat. A dollar decline at this stage would not help the US export more. With the US economy running at or near full capacity to meet strong domestic demand a dollar fall would only fuel inflation. The US's major trading partners may even have been satisfied that Mr Nicholas Brady, the US Treasury Secretary, will produce a credible Budget plan for fiscal 1989 this week.

A Budget with a credible deficit reduction package is seen by the America's allies as the best way of achieving a gradual lowering of US domestic demand and hence a decline in the current account deficit.

The US Treasury, meanwhile, insists that it is not ignoring the current account.

A senior official said last week that the US is conscious of the need to lower further the US trade and current account deficits because they cause US foreign indebtedness to rise and encourage protectionism.

Other factors such as the recent rise in short-term interest rates have buoyed the dollar and overshadowed the current account trends. But foreign exchange markets are notoriously fickle and could easily re-focus on the US current account should there be a run of poor monthly trade figures.

#### Papering Over

Those who always thought that G7 meetings were all about papering over cracks will relish the following insight from Mr Tatsuo Murayama, the Japanese finance minister when he met the press after his first G7 meeting on Friday.

Describing how the G7 decided it could just about live with the present rate of the dollar, the recently appointed Mr Murayama said: "There were various opinions put forth. Some people would say the level is too high. Some people said the level is too low. There was a divergence of views."

In conclusion those who first expressed the view that it was either too high or too low, after discussion, would conclude that, perhaps, it is after all within an acceptable range." Mr Murayama said the same process applied when the ministers discussed inflation and interest rates. "And the result and the conclusion is that we can, in general terms, say that everything is within acceptable levels."

Peter Norman

### THIS WEEK

**INFLATION TRENDS** in the US could provide a theme in financial markets this week with January's producer price index released on Friday.

The indicator, which covers factory-gate prices, provides an early warning of trends in consumer price inflation. Signs of growing inflationary pressures could unsettle recent positive sentiment about the dollar.

The consensus of analysts forecasts compiled by MMS International, the financial research company, is for a rise of 0.4 per cent.

Also in the US, the Federal Open Market Committee (FOMC), the US Federal Reserve's key policy-making committee, meets tomorrow. Analysts will be looking for evidence that the Fed will tighten policy or even raise discount rates.

In West Germany, merchandise trade figures for December are due on Thursday and are likely to show another large surplus. Japanese merchandise trade figures for January are released on Friday and are likely to show another large surplus on the seasonally-adjusted measure.

Both will highlight the scale of world trade imbalances and possibly influence Yen and D-Mark trading.

Japanese wholesale prices may also be published this week, showing inflation trends. A steep increase could encourage speculation about a tightening in Japanese monetary policy.

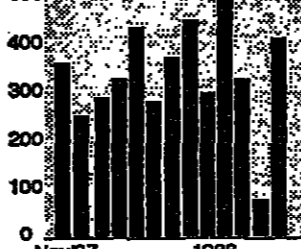
In West Germany, figures for industrial orders in December are due sometime this week. The Bundesbank will announce terms of the latest batch of securities repurchase agreements which analysts will watch for possible changes in interest rates.

In the UK it is a thin week for economics statistics. The exception is today's figures for credit business and retail sales in December.

These will give a guide to the strength, or otherwise, of

### UK Consumer credit

Amounts outstanding (change £m)



the UK consumer sector. Provisional retail sales figures, published last month, showed a small drop in December.

That was the second consecutive monthly fall and it triggered speculation that high interest rates had begun to bite. An downward revision could further boost hopes of a cut in base rates.

The Bank of England publishes its quarterly bulletin on Thursday. Analysts will be looking for an insight into the monetary authorities thinking on whether its high interest rate strategy is working.

Other events and statistics this week include: Today: US Purchasing managers survey for January. Preliminary productivity and costs in last three months of 1988.

Tomorrow: US three-year Treasury note auction. Congressional hearings on US budget deficit and economy.

Wednesday: UK Department of Employment publishes Employment Gazette. US 10-year Treasury note auction.

Thursday: Mr John Major, Britain's Chief Secretary to the Treasury, opens the House of Commons debate on last week's public spending white paper. US 30-year Treasury bond auction. Australian unemployment in January.

Friday: US wholesale trade inventories. FOMC minutes (December 14 meeting).

February 6, 1989

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INTERNATIONAL CAPITAL MARKETS

SPANISH FOREIGN BORROWING

Tough controls add to steep fall in loans

FORECASTS of new borrowing abroad by Spanish borrowers this year took a sharp drop last week. While the tough credit controls introduced in Madrid on Tuesday remain in place, Spanish companies will raise next to nothing abroad. Borrowers from Spain raised foreign currency bank loans amounting to at least \$3,250m last year, mostly in dollars and D-marks, although some of this was accounted for by refinancings of more expensive earlier borrowings. Bond issues abroad, mainly in Swiss francs and D-marks, totalled \$1.6bn. The new measures require borrowers to deposit 30 per cent of new foreign currency loans interest free at the central bank. This raises the cost of borrowing by 43 per cent, making dollar-denominated borrowings hardly competitive with pesetas, even when the exchange risk is ignored. While Swiss francs might still look relatively attractive - bond coupons of 5 to 6 per cent still give a cost of funds of 8 or 9 per cent to Spanish borrowers - the new measures have to take account of exchange risk and the unfortunate effects on their gearing of having to borrow \$100 to raise \$70. (Where foreign currency has been raised through bank operations, the required deposit is 20 per cent.) This means foreign bankers - described by a specialist magazine last week as "tripping over each other in the stampede" to win loan mandates - will have to be content with refinancing existing foreign borrowings, which will be exempted from the reserving requirement.

Two loans already in the market - a \$200m refinancing for the Madrid-based electrical utility Fenosa, being arranged by Chase Investment Bank, and an Ecu150m loan for the Madrid municipality, being raised by Manufacturers Hanover - should escape the new rules: the first because it was a refinancing, although it has not yet received official authorisation, and the second because it was previously authorised. Plans to raise the Madrid deal to Ecu200m have been scuppered, however. A borrowing bonanza was not expected this year since many companies have made good profits in the past two years and do not need other funds. Refinancing and new money requirements were together estimated to total less than \$2bn. Nevertheless, a number of Spanish companies could face a hard time raising funds - foreign loans have typically accounted for some 30 per cent of utility borrowings in recent years, particularly in view of the tightening of the domestic market.

As expected, the Bank of Spain continued to turn the screws on Friday, raising its interbank rate 1 percentage point to 13.4 per cent. Prime rates will rise to around 15 per cent but most businesses will be paying between 17 per cent and 18 per cent.

Under regulations now in force, commercial bank liquidity ratios have been raised 1.5 points to 18 per cent of deposits, 6.5 per cent of which bear no interest.

Renfe, the state railway operator, is thought to be planning to refinance some \$300m this year and to have had some new borrowing in mind. Telefonica, the telephone monopoly, just missed the crunch, striking last month a Ptas50bn deal with the European Investment Bank.

The Treasury expects the measures to bring foreign borrowing to its knees quickly. The immediate danger is that the rise in Spanish interest rates may begin to attract new and unwanted speculative investment from abroad.

Stephen Fidler and Peter Bruce

INTERNATIONAL BONDS

RJR resists put clause

RJR Nabisco is resisting efforts of one of its underwriters to enforce a bond holder protection clause in the indenture of two Swiss bonds the company launched years ago. The clause is similar to so-called poison puts intended to protect investors against leveraged buy-outs or takeovers which cause bond ratings to be cut sharply and values to plummet. Ironically it was Kohlberg Kravis Roberts' \$2.5bn leveraged buy-out of RJR Nabisco last year which triggered the latest demands from investors for protection from event risk. JP Morgan (Switzerland), underwriter of two Swiss bonds in 1985 and 1986, said that a clause in the indentures allows it effectively to call the bonds unless RJR Nabisco and the buy-out company, Kohl-

berg, Kravis and Roberts, come up with a better plan for bond holders. Morgan said that it believes the merger does not include adequate protection for bond holders as required in reorganisations by the bond indentures. Therefore, Morgan said it would issue a notice of its intent to declare the bonds callable at par 30 days after the merger is completed, unless RJR Nabisco and KKR come up with a better plan to protect the interests of bond holders. The bonds are a SFR275m bond due 2000 with a 5 1/2 per cent coupon launched in 1985 and a \$124m Swiss franc dual currency bond with a 6 per cent coupon launched in 1986 and maturing in 1994. KKR and RJR Nabisco are apparently unwilling to call

the bonds at par without a fight. NY has been forced to back-track after an effort to reduce the fees on a new Ecu Eurobond below what is standard in the industry. Early on Friday, the bank announced an Ecu150m five-year Eurobond for Belgium bearing a coupon of 8 1/2 per cent, priced at 101 1/4, and carrying management and underwriting fees of 1/2 per cent. But management and underwriting fees for Ecu bonds of that maturity are typically 5/8, and other Eurobond houses refused to join the syndicate. Several hours later, Kredietbank announced it was raising both the issuing price and the fees by 1/4 point. Norma Cohen

UK MORTGAGE SECURITIES

Bank publishes new rules

THE uncertainties which have prevented British banks from converting their mortgage assets into securities were largely removed on Friday with the publication by the Bank of England of new rules. The Bank's consultative paper was published in December 1987. In the intervening period only the TSB has converted mortgages into securities with a \$135m issue. The rules aim to ensure that once a loan has been removed from a bank's balance sheet - allowing the bank to liberate capital - there are no residual claims on the bank, unless it is subsequently proved to be negligent. They are less restrictive than proposed, but tougher than bankers desire. The rules emphasise the moral risks of

transferring mortgages off-balance sheet and impose administrative burdens on banks to control risks. There are three main concessions. A bank may make a one-time contribution to an issuing vehicle in the form of a long-term subordinated loan to enhance its creditworthiness. It will also be allowed to enter into interest-rate swap agreements with the vehicle at market prices. A bank can retain an option to repurchase loans once the loan portfolio falls to less than 10 per cent of the maximum value. There is a hint that the Bank might entertain a joint venture by UK banks to service mortgage securities, which would undoubtedly reduce legal costs. Nonetheless, the Bank has

not given ground in one important area. A bank "may not provide temporary finance to a scheme to cover cash shortfalls arising from delayed payments or non-performance of loans which it administers." According to bankers, the new rules make it more difficult to securitise mortgages for a UK bank than a US bank (even in the UK), and, apparently, for a UK bank than a building society. Higher costs will obviously, at the margin, reduce the advantages of mortgage securitisation, delivered a blow anyway last year by the 50 per cent capital weighting allocated to mortgage loans. The strictness of the Bank's interpretation of its own rules will be important. Stephen Fidler

NEW INTERNATIONAL BOND ISSUES

Table with columns: Borrowers, Amount m., Maturity, Av. life years, Coupon %, Price, Book runner, Offer yield %. Includes sections for US DOLLARS, D-MARKS, SWISS FRANCS, LIQUEMBOURG FRANCS, STERLING, LIRE, YEN, ECUs, AUSTRALIAN DOLLARS, and CANADIAN DOLLARS.

EUROMARKET TURNOVER (\$m)

Table with columns: Primary Market, Secondary Market, Total, and sub-columns for US\$, DM, Sfr, Yen, Other.

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Manager	1988	
	Amount (\$ Billions)	Market Share
<b>Merrill Lynch</b>	<b>46.2</b>	<b>9.6%</b>
First Boston/CSFB	44.8	9.3
Goldman Sachs	41.5	8.6
Salomon Brothers	39.3	8.1
Shearson Lehman Hutton	27.6	5.7

Source: IDD Information Services.  
\*Data was obtained from sources deemed to be reliable, including Merrill Lynch data bases.

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INTERNATIONAL CAPITAL MARKETS

US MONEY AND CREDIT

Yield curve's unusual inversion

ON FRIDAY morning, the US credit market almost stood on its head. For a moment, it seemed that it would become more rewarding for an investor to lend his money for three months than for half a lifetime. The bond-equivalent yield on three-month Treasury bills almost exceeded the yield on 30-year Treasury bonds.

est bond bull would scarcely deny that the US economy entered 1989 with momentum behind it. As Mr Mitchell held would take an extremely creative analyst to glean much evidence of a slower pace of economic growth out of the employment data.

it "saw through" the seasonal curiosities in the employment report more quickly than the market. But a rise in short-term rates this week would play merry hell with the Treasury refunding. And the notion of a Federal Reserve even more sanguine than the market is not a recommendation for the glimmer theory.

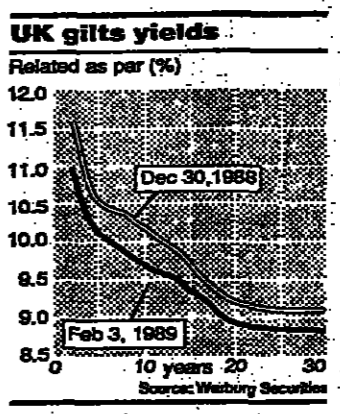
imports," he says. "Meanwhile, exports are slowing because higher interest rates are eroding US competitiveness." The lagging of production against consumption, with manufacturing jobs up only 46,000 in January, bears this out.

UK GILTS

Foreigners make way for Bank

ALL THINGS considered, the gilt market held up quite well last week. Some investors, probably foreign, took the opportunity to lighten their exposure to the market. This made way for the Bank of England to enter the market. By the end of the week, with primary dealers feeling a little squeezed, the market moved ahead.

If it does, the Bank will find plenty of sympathy in the City. The Institute of Fiscal Studies/Goldman Sachs Green Budget presentation last week sent a shiver down the spine of many in the market with what IFS/GS regarded as a wholly unremarkable prediction that the Chancellor might award tax cuts of up to 13bn, including a 1p cut in the basic rate of tax.



est rate differentials would seem limited. That said, the gilts market is a reasonably good January. Most of the movement recorded in the chart was loaded into the last two weeks of the month, Friday's close not being too much better than the last full trading week of January.

Resignation at Nomura

MR ROBIN KOSKINEN, head of US government bond operations at the New York office of Nomura Securities and the Japanese securities group's highest-ranked American, has resigned.

business. It is repositioning its New York operation after losses of some \$15m in the year to last September. Since October 1987, staff has been cut from over 600 to fewer than 500, including about 30 people who lost their jobs last month when Nomura cut its US domestic equities business.

US MONEY MARKET RATES (%)

Table with 5 columns: Instrument, Last Friday, 1 week ago, 4 wks ago, 12-month High, 12-month Low. Rows include Fed Funds, Treasury bills, and various commercial papers.

US BOND PRICES AND YIELDS (%)

Table with 5 columns: Instrument, Last Friday, Change on week, Yield, 4 wks ago. Rows include Treasury bills, Treasury notes, and Treasury bonds.

NRI TOKYO BOND INDEX

Table with 5 columns: Instrument, Average, Yield, Last week, 26 wks ago, 26 wks ago. Rows include Government Bonds, Municipal Bonds, and Corporate Bonds.

FT/AIBD INTERNATIONAL BOND SERVICE

Large table listing international bond services with columns for Country, Instrument, Yield, and Price. Includes sections for US, UK, and other international markets.

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INTERNATIONAL CAPITAL MARKETS AND COMPANIES

**Thomson and Matra pull out of PC business**

By Paul Botte in Paris

THOMSON AND Matra, two of France's leading electronics groups, have decided to withdraw from the micro and personal computer business, barely five years after entering this highly competitive sector.

Both Thomson and Matra have been losing money in the micro-computer field and felt they had little hope of competing successfully in this market, despite restructurings and joint ventures with other international electronic groups.

Thomson confirmed yesterday that it would halt its personal computer business by the end of this year. Indeed, the company is understood to have already stopped production of its T016, M07 and M08 small computer range, but will continue to supply the market from its existing stocks. However, the state-controlled defence and consumer electronics group confirmed that it would continue to provide service and maintenance to its small computer customers.

Thomson also said the decision to withdraw from this market reflected its current strategy of refocusing its consumer electronics operations on its core television and video businesses which have been dramatically expanded by its acquisition of General Electric's RCA consumer electronics operations in the US.

Thomson's entry into the personal computer market had initially been supported by large orders from the French Government for its schools and university computer programme. However, government orders dried up and Thomson failed in its sales targets because of intense competition.

For its part, the privatised Matra group has also decided to shut the micro-computer activities of its loss-making Matra Datasysteme subsidiary set up in 1984. Despite a co-operation agreement with Norek Data Matra, like Thomson, it failed to make a significant breakthrough in the professional micro-computer market.

Matra has reached an agreement with Thomson whereby its subsidiary, Thomsonfor, will provide maintenance for Matra Datasysteme customers.

**Two US airlines to unite reservation systems**

By James Bucher in New York

AMERICAN AIRLINES and Delta Air Lines, two big US air carriers, are combining their computerised reservation systems into an independent \$200 million operation in an attempt to capture a bigger share of overseas business.

The deal, announced yesterday, involves the creation of an independent partnership to hold the reservation systems the two airlines have developed and supplied to travel agents since the mid-1970s. Because the American system, Sabre, is far larger than Delta's Datas II system, Delta will also pay its partner \$50m in cash.

The two airlines say they intend to offer equity shares in the operation to be based in Dallas/Fort Worth; to other airlines and travel companies at a price of \$20m per percentage

point of share. But the founding airlines will retain at least 25 per cent each.

For the two airlines, the deal has several advantages. It allows American to realise some of the value of Sabre, which it launched in 1976 and has built up into the largest US computerised reservation system. In contrast, Delta's system was started only in 1982 and has gained a relatively small market share.

But the deal is primarily a response to big changes in the multibillion dollar computer reservation business. These costly systems were originally designed as marketing vehicles for individual airlines.

Increasingly, they are recognised as free-standing businesses. As airlines have expanded operations in the US and

overseas, they have been obliged to share ownership of their reservation systems. Among the largest US airlines, United Airlines has combined with USAir and TWA and Northwest Airlines have formed a partnership, while European airlines are building two large joint systems.

American said yesterday that Sabre had run into difficulty in Europe because of suspicion that it is simply a proprietary vehicle for American. In addition, single-owner systems have been under fire from regulatory authorities. Mr Robert Crandall, chairman of American, said the deal "reflects a long-range corporate commitment to strengthen our international presence while at the same time deal with the nagging regulatory issues."

**Canadian delay for American Express**

By David Owen in Toronto

THE CANADIAN Government appears to have extricated itself from a potentially messy confrontation with domestic banks by agreeing to delay by up to one year the granting of a Canadian banking licence to American Express.

In the interim, legislation clarifying the extent to which financial institutions can be owned by commercial entities and detailing the degree to which banks, trust companies and insurers will be permitted to encroach on each other's turf is to be formulated.

This legislation, which will constitute the final stage of Canada's financial services deregulation, is already close to a year behind schedule.

The banks have also been promised that they will soon be allowed to merchandise goods and services (including insurance) to their credit card holders. Such customers make up about 20 per cent of their overall client base.

The compromise removes the prospect of a public hearing into the American Express application which could have proved embarrassing to bankers and Government alike.

The banks, whose patience had already been strained by the failure of the US-Canada free trade agreement to open up full reciprocity in financial services, were incensed at the granting of American Express's licence on three counts: the American company's commercial status; the fact that it would effectively receive powers significantly beyond their own; and the concern that financial services reform was in effect being formulated on an ad hoc basis.

Currently, banks are prohibited from engaging in commercial activities like car leasing. Under the proposed compromise, American Express will be able to own a travel agency - a right that no other bank will get after the reforms.

The banks are expected to continue to press for the right to sell insurance through their branch networks on the grounds that this - as opposed to credit cards - constitutes their main distribution system.

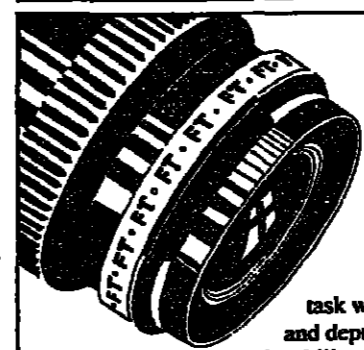
**Banco Santander reports 50% pre-tax increase**

By Tom Burns in Madrid

BANCO SANTANDER, Spain's most international bank and owner of nearly 10 per cent of Royal Bank of Scotland, reported a 50 per cent pre-tax rise in its 1988 group profits,

making it one of the country's most profitable financial institutions. Consolidated results showed a 31.5 per cent increase in the financial margin, after financial

products rose 8 per cent to Ptas48.4bn (\$3bn) and financial costs were lowered by 4.5 per cent to Ptas150.2 per cent. The group's cash flow rose by 32.7 per cent to Ptas124.7bn.



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**Continental Air's chief quits**

By Frederick Oram in New York

CONTINENTAL Airlines, one of the two struggling operating subsidiaries of Mr Frank Lorenzo's Texas Air holding company, has lost its fifth president in five years.

Mr Martin Shugrie has resigned, less than a year after Mr Lorenzo gave him the task of turning round heavily loss-making Continental. Although Mr Shugrie, ousted as vice chairman of Pan-Am last year, made some progress, Mr Lorenzo was reportedly unhappy with the slow pace of recovery.

Wall Street believes a hefty fourth-quarter loss will push its full-year deficit above last year's \$258m.

Mr Shugrie's authority was undermined in December when Mr Lorenzo replaced himself as chairman of Continental with Mr Joseph Corr, a former president of Trans World Airlines. Mr Corr quickly established himself as a tough chief executive while Mr Lorenzo turned more attention to the deep problems of Eastern Airlines, Texas Air's other operating

arm.

Eastern Airlines faces a strike in less than four weeks by its maintenance and baggage employees unless negotiations over wage cuts take a dramatic and highly unlikely turn for the better. Alternatively, the company will be free to impose a new contract and lock out any workers who refuse to accept it.

Separately, Scandinavian Airlines System has increased its stake in Texas Air to 9.9 per cent from 7.9 per cent.

**After-hours futures trading advances**

By Chris Sherwell in Sydney

THE Chicago Mercantile Exchange's Globex automated transaction system, being developed with Reuters for after-hours global futures trading, has advanced another step with the admission of the Sydney Futures Exchange as its first foreign partner.

The announcement came just hours after the Commodity Futures Trading Commission (CFTC), the US regulatory body, approved implementation of Globex. It followed the

decision by the New York Mercantile Exchange (Nymex) to join the system.

According to Mr Bill Brodsky, president and chief executive of the CME, Globex is a "giant step" towards a truly global exchange.

Although formally Globex is a transaction system which simply extends the CME's trading hours, when it starts operating next year it will reach Reuters' 160,000 screens across 170 cities and allow investors

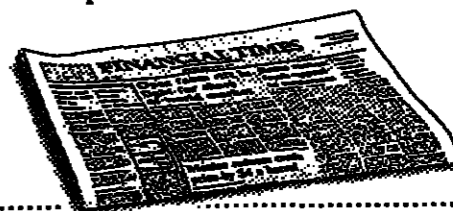
and dealers in stocks, bonds and currencies to hedge their risks via computer.

The announcement coincided with a sombre warning from Mr Henry Bosch, head of the National Companies and Securities Commission, Australia's securities watchdog, that the rapid growth in prospect on international futures markets was likely to be hobbled by an inability of governments and regulatory agencies to keep pace with the changes.

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February 1989

UK COMPANY NEWS

Ricardo wins court orders for share disenfranchising

By Nikki Tait
RICARDO, the Sussex-based engines and transmissions design group, which is facing a hostile £20.6m bid from First Technology, has won court orders disenfranchising certain of its shares.

MFI sets its sights on autumn flotation

By Clare Pearson
BUOYANT UK equity market conditions have prompted MFI Furniture Group, formed in a management buyout from Asda superstore group 15 months ago, to accelerate plans to come to the market. The earliest date for the flotation, expected to be worth between £500m and £1bn, is now September.

Improvement showing at Whinney Mackay-Lewis

IN THE half year ended October 31 1988 pre-tax profits at Whinney Mackay-Lewis fell from £878,000 to £386,000. The interim dividend is again 1.6p.

Radio City

Mr Barry Marsh, chairman, told the annual meeting of Radio City that the board expected to resume the payment of interim dividends in respect of the half-year to March 31 1989.

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ENSERCH Corporation

ENSERCH Corporation has previously announced that it is proceeding with its plans for the sale of the companies that comprise its oil field services segment to Pool Energy Services Co. ("PESCO").

Panel blocks Wembley in current bid for T-Line

By Clare Pearson
THE Takeover Panel has debarred Wembley, the diversified leisure group, from joining the current bidding for industrial holding company Thomson T-Line, which is under siege from a £185.7m hostile bid from Ladbroke Group.

Bremner stake

Mr B B Clapham, a Glaswegian property developer, has increased his stake in Bremner, the stockbroking and property group, to 5.1 per cent.

Stanley Miller

Stanley Miller, the Newcastle-based property and building group, said that it had been visited by the Stock Exchange's insider dealing group and had co-operated fully with an investigation into dealings in its shares in a period of 1988.

Cambrian settles

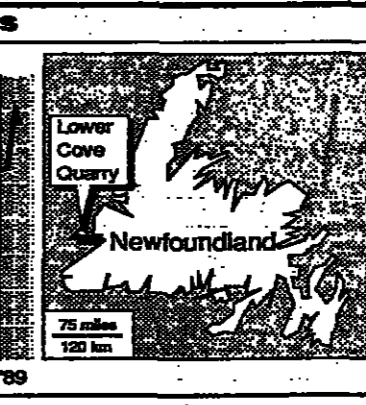
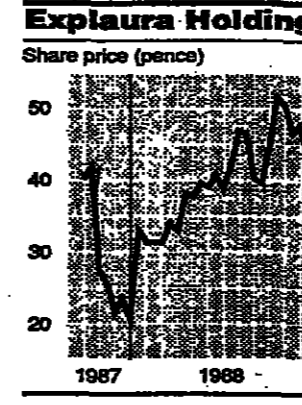
Cambrian & General Securities, the UK investment trust once a vehicle for convicted US insider trader, Mr Ivan Boesky, said it had settled the class actions brought against it in the US courts.

Tapping a market is the key to success

Philip Coggan examines the progress made by Explaura on its limestone project

WHEN Explaura Holdings began the limestone project in Newfoundland in September 1987, it looked like a stock which would only appeal to hardened speculators.

The quarry has been built at Lower Cove Bay, on a barren part of the Newfoundland coastline, so remote that Mr José Boves, the director in charge of the construction project, had to build a house on the cliff-top because the nearest village was so far away.



Obviously, the key question is whether Explaura can find the customers for its products. Explaura is now even more confident than it was at the time of flotation.

SHARE STAKES

- holding to 959,000 (14.96 per cent). HunterPrint - M.C. Hunter bought 125,000 ordinary increasing Hunter family holding to 4.06m (21.04 per cent).

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# FINANCIAL TIMES SURVEY

**While one junior market has grown to be a lusty youth, the other is not quite so healthy, observes**

**Philip Coggan. Buy-outs and BES creations ought to bring a steady trickle of hopeful entrants to the USM, but the Third Market seems to require a change in its rules.**

## A place for the children

THE UNLISTED Securities Market reaches its ninth birthday this year. It survived a sickly first few years but, despite one or two nasty scrapes, it has grown to be a lusty youth. Last year, it picked itself up, dusted itself off and started all over again after the trauma of 1987's stock market crash.

The USM's sibling, the Third Market, is not quite such a healthy infant. In its first two years, it attracted just 57 companies, compared with the early optimistic forecasts that as many as 200 companies might join in the first year.

But although the Third Market has had a slow start, everyone now seems to accept that there is a proper place for junior stock markets on the London exchange. The institutions that are forbidden by their trustees to invest in junior market stocks are now few and far between.

The best indication of the health of the USM is that 28 companies joined the market last year, an increase of 18 on 1987. The rate of new company formation seems to have increased during the 1980s and the requirements of the USM - only a three-year trading record - makes the market a natural home for many young, small companies.

The occasional large company entrant - Mrs Fields in 1986, Stanhope in 1987, London Forfaiting last year - may raise the profile of the market but are unrepresentative of the norm. The USM's bread and butter is the small stock raised £2m or £3m that trickles on to the market every week.

Because of this, liquidity remains the problem for both markets. Although there is more market-making capacity than before Big Bang, withdrawal from USM market making by Chase Manhattan, the cutbacks at County NatWest and elsewhere in the City will obviously have an effect on junior market liquidity.

As many investors found to their cost in the aftermath of the 1987 crash, it can at times be impossible to deal in small company shares. The prices shown on screen become more than usually indicative, and any investor who wants to sell a sizeable amount of shares finds that the bid price is far below the screen quote.

The new issue system that was brought in with Big Bang exacerbated the problem of illiquidity by encouraging market entrants to float via a placing rather than an offer-for-sale. Placings concentrate share issues in a relatively small number of institutional hands.



# The USM and the Third Market

This can be good news for the companies concerned - since institutions are more likely to stump up extra funds in rights issues - but it often causes frustration for small investors, who can only buy shares when dealings start. Since the most attractive stocks normally go to a premium, that creates a two-tier price system biased against the small shareholder.

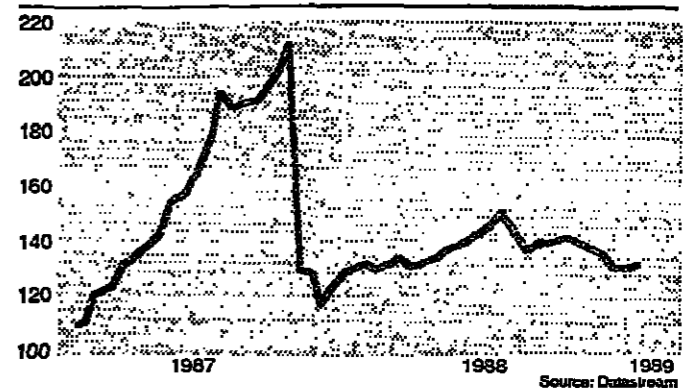
Normally in the hands of a few founders, and the liquidity problem is increased. Last year, the average number of shares traded on the USM each month was 487m - compared with the equivalent figure of 801m in 1987. This decline was even more marked than the fall in turnover on the main market, which caused so many job losses across the City.

Mr Brian Winterlood, nicknamed "Mr USM" in his days at Jobber Bisgood Bishop and now running Winterlood Securities, argues that a return to a physical market-place would help to improve liquidity. He also wants the placing rules to be amended so that market makers get a much larger percentage of any new issue.

Occasionally, however, illiquidity can be a good thing. When markets are falling quickly, investors tend to sell the more liquid alpha and beta stocks when they want to reduce their exposure to equities.

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Illustration: Ann Chasseaud	

### The USM: How the market has moved



In the index over the whole of last year was 1.7 per cent.

A lot has depended on the kind of USM stocks selected. Electronics and oils were two of the most significant sectors in the early days and their poor performance weighed heavily on the index. In recent years, many overseas stocks, such as Mrs Fields, Borland International and Tribble Harris Li, have been dismal investments. Foreign companies make up the third largest USM sector, ranking behind only property and the catch-all miscellaneous group.

Nowadays, the USM is home to a wide spread of companies with flourishing sub-sectors such as media groups, brewers and motor dealers. Excluding the miscellaneous category, only property constitutes more than 10 per cent of the market's capitalisation. However, there are a further six sectors which make up more than 5 per cent of the market each.

This diversity allows USM investors to concentrate on more solid returns than the kind of speculative stocks that grabbed all the attention in 1987. Last year, the radio companies stole the show, taking many of the top 10 places in the table of leading share prices, thanks to advertisers' growing use of the medium.

Flotation on the USM also allows acquisitive companies to use one of the most attractive forms of takeover consideration - quoted paper. Owners of private companies, in particular, sometimes face capital gains tax problems if they are paid for their companies in cash. If the owner is paid with shares in a stock market company, such tax problems are avoided, and payment with shares also allows the acquirer to "lock in" key executives at the target company.

that acquisitions by USM companies in the year 1987-8 (October-September) were worth £250m - a good total, considering that there are only 400 or so companies on the market. Even the Third Market has proved a useful money-raising forum for the few companies that have joined it. By the beginning of 1988, £87m had been raised by Third Market companies, either to finance acquisitions or through rights issues.

What of the future of the two junior markets? Apart from its early years, when its growth was slow, the USM has been operating in a growing economy and in generally buoyant equity markets.

A recession in the UK might dry up the flow of companies on to the market, and threaten the viability of some of the weaker companies on the tier. So far, the number of USM failures has been thankfully limited; a spate of problems might damage investor confidence in the market. However, the mid-1980s enthusiasm for management buy-outs and the creation of Business Expansion Scheme companies, ought to ensure a steady trickle of hopeful entrants.

The Third Market obviously seems to need some sort of alteration in its rules to encourage more small companies to join the tier. So far, sponsors have been reluctant to take on the responsibility of taking on small companies, when the risks involved far outweigh the likely fees.

Only if the rules are relaxed will the hoped-for flood of over-the-counter companies join the market. Although relaxation would increase the risk of corporate failure, it would ensure that OTC investors would not be trapped with unsalable shares in unquoted companies.

Hoare Govett figures show

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THE USM 2

NEW ISSUES

Plenty of incentive

THE FEARS expressed at the time of the crash proved to be unfounded. Companies joined the Unlisted Securities Market in 1988 in even greater numbers than they did in the previous year.

Figures produced by Peat Marwick McLintock show that 83 companies joined the market in 1988, compared with 73 in 1987. That performance was set against a decline in main market new issues from 129 to 104 last year.

Although share prices turned in a fairly lacklustre performance in 1988, there was no sign of the prolonged collapse in share prices which was forecast by some following Black Monday. Price/earnings ratios were still respectable by historical standards, so there was plenty of incentive to float whilst the UK economy was still buoyant.

The largest company to join the USM during the year was London Forfating, the trade finance group, which raised a record £31m in its February offer-for-sale. At the time, this was a brave flotation by London Forfating since it was not long after the crash, and companies linked to the financial sector were distinctly unpopular with investors.

However, London Forfating had the advantage of an impressive profits record - pre-tax profits were £9.2m in 1985 and the company came to the market on a forecast of £16.5m in 1987 - and it also had the backing of British & Commonwealth, the financial services group chaired by Mr John Gunn, which owned a 85 per cent stake before the flotation.

In the end the offer was marginally over-subscribed but a weak stock market meant that the shares ended first day dealings at a discount to the offer price. London Forfating was one of a number of companies to join the market in the first quarter, having previously postponed their flotation because of the stock market crash. But there were only two other full offers-for-sale all year - MMEC and Broadwell Land - and they had markedly different receptions.

MMEC's offer can only be described as a flop. The group - its full title is Merchant Manufacturing Estate Company - is a property investment and development company headed by Mr Paul de Savary,

brother of the more famous yacht-owner Peter. However, Mr Paul de Savary had been a director of a company that went into liquidation and Mr Mark Keegan, the chairman of MMEC had been a director of two such companies. That worried some investors. In addition, the offer price valued the company at a considerable premium to its net assets.

LEADERS AND LAGGARDS: the best and worst performers of 1988

Media provides the stars, US stocks trail

IT PAID to invest in the media in 1988. Of the top 10 performing USM shares of the year, seven were in some way connected with radio, television or video.

Table with columns: Leaders and laggards of 1988, TOP 10 (PERCENTAGE RISE), BOTTOM 10 (PERCENTAGE DECLINE). Lists company names and their percentage changes.

Fields stands out, proving the wisdom of those investors who boycotted the new issue when it joined the USM. The cookie company neatly illustrates how two particular sectors had difficulties last year: US companies, which have so far failed to take off on the junior markets, and retailing, which provided some of the main mar-

Seven of the top 10 were connected with radio, TV or video - and radio was responsible for all of the top four. See also page 4

cosmetics manufacturer, has for some time had a 'let's-wild' reputation to match the name of its cosmetics range. Controversy has centred on the hefty remuneration accorded to Mr Stanley Acker, the American whose business reversed into the former Sangers, a UK photographic company, in 1986.

SPONSORS

Reshuffles destabilise the line-up

LEAGUE tables are invariably of limited use, but a list of the year which have destabilised, though not necessarily overturned, the 1988 line-up. Chase Manhattan Securities has spread far and wide between minor players, most of which are responsible for two or fewer issues.

Table titled 'USM sponsors year by year' with columns for 1988 and 1987, listing sponsor names and issue counts.

issues market to participants. Though nobody likes to admit it, the general opinion is that the time devoted to a USM sponsorship will not be justified by the fees. It is therefore a pressing consideration that the company sponsored is one that will expand and make acquisitions, and so provide follow-on fees.

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THE USM 3

PROFILE: THE CONSTRUCTION SECTOR

Investors leave home

CONSTRUCTION companies had a topy-turvy year in 1988. Business was booming thanks to strong economic activity and the rise in property prices that spread from London and the South-East to the rest of the UK.

But, stock markets seem to concentrate on future, rather than past, earnings and the rating accorded to the sector fell during the year, as investors increasingly anticipated a downturn in the property market.

USM construction companies effectively divide into two categories: the housebuilders and the rest. Of the two, it is the housebuilders that have tended to attract the most interest and produce the best results.

The housebuilders each tend to be concentrated in one particular locality. Banner Homes, for example, is based in High Wycombe and operates mainly in Buckinghamshire and south Oxfordshire. It reported trebled interim pre-tax profits for the first half of 1989, although its shares ended the year just 20p higher, at 50p, than on January 1. The shares were originally placed at 135p just before the crash.

Hey & Croft, which operates mainly in Essex, Suffolk and Cambridgeshire, recorded a 46 per cent rise in interim pre-tax profits - but it, too, found its shares with investors, and its shares ended the year 20 per cent lower than they began it. McLaughlin & Harvey has two quite separate areas of operation: as a building contractor, it is based in London and Northern Ireland; as a housebuilder, it is based in

Kent and Essex. Try Homes, another regional housebuilder, concentrating on Yorkshire and Scotland, moved from the USM to the main market last year.

All these companies reported excellent figures, but the reason why they fell out of favour with investors was fairly obvious - the nine rises in interest rates after the start of June threatened to knock the stuffing out of the housing market.

A major element in housebuilding company profits over the last few years has been the rise in land values between the time the site was first bought and the time the house was eventually sold. That source of profit would start to dry up in a static or falling property

market, although there would still be substantial surpluses to be realised on older parcels of land.

A second threat to housebuilders is that demand for new houses may fall in a depressed property market. Fewer houses built would, of course, mean a smaller turnover for the builders and, combined with the shrinking of margins caused by falling property prices, the net effect could be substantially lower profits.

Any companies that borrowed heavily to buy land at inflated prices could be really badly hit - and could face the threat of liquidation, as some did in the property slump of 1973/4.

But it could be argued that

investors have taken an over-pessimistic view of the housebuilding sector. Many companies have a substantial cushion in the form of land bought several years ago. Only a catastrophic plunge in property prices could threaten the profits on such sites.

Others believe that the current standstill in the property market is just a temporary hiatus caused by the shock of so many mortgage rate increases in such a short time. Land is still limited and there is still unsatisfied demand for housing; the best housebuilding companies should still be able to prosper.

Also on the USM are a loose group of contracting and construction companies such as Consolidated Tern Investments, Eve Group and Hatfield Estates.

CTI joined the USM in 1985 but slumped into losses only to be rescued by new management in 1987. The new management, backed by Guernsey-based investor Mr Michael Allen, has made a series of acquisitions of estate agents. However, the recent news of estate agent redundancies because of declining business did little to inspire investor enthusiasm for CTI, and the group's shares ended the year trading at around half their peak level.

Eve Group has shed the "construction" part of its

name, and now has property development and housebuilding businesses. The general perception of contracting companies is often that earnings are low quality - margins are squeezed because of fierce competition and that profits are lumpy because of the importance of large contracts. In fact, Eve has managed smooth growth in profits and earnings over the last five years.

Construction companies may join the market in greater numbers over the next few years. There was a rash of secured contracting Business Expansion Scheme issues in 1985-7 and those companies will start to join the USM once they pass the three year limit set under BES rules.

Among the other companies loosely grouped in the USM construction sector are three shopfitters: Campbell & Armstrong, Plumb Holdings, and Sharp & Law (Chestergate, the interior design group formerly known as Shorlupian, also has some shopfitting interests). By their nature, shopfitters are tied to the fortunes of the retail, rather than the construction sector.

But including the shopfitters, construction is, according to Hoare Govett, the sixth-largest industry sector on the second tier. Together with the property sector, it constitutes 17 per cent of the USM's market capitalisation. So a collapse in property prices would have a severe effect on the USM.

Philip Coggan

LIQUIDITY

Market makers missed

IF the health of a market is governed by the number and enthusiasm of its participants, the prognosis is not wholly encouraging for the Unlisted Securities Market.

The problem of limited marketability, which has long been a fact of life for USM investors, came to a head after the 1987 crash. For a few weeks the usual difficulties in buying and selling shares were exacerbated, and some investors found they could not unload their USM holdings.

Since then, the marketability problem has not gone away and may well have been heightened by recent events. Last year, the number of shares traded for USM customers rose to a maximum of 351m in August and declined to 413m in December. That contrasts with pre-crash turnover which reached a peak of 1.7bn in July 1987.

In December, Morgan Grenfell pulled out of market making and Citicorp Scrimgeour withdrew its USM book. In January, Chase Manhattan stopped making markets in USM stocks and County NatWest shed a dozen of its USM market makers.

The partial withdrawal of County has a special significance for the USM. When County bought Biggood Bishop, the jobbing firm, three years ago, it bought a business that was virtually synonymous with USM market making. And although that position was weakened by the departure of key individuals, County continued to make markets in every one of the 40 odd USM stocks.

Now it will make markets only in those companies in which there is a corporate commitment, client interest, research expertise or good liquidity. That will leave just Winterlood Securities, a specialist in USM companies, making markets in all USM stocks. What effect this will have on marketability - the ease with which shares can be bought or sold - is not yet entirely clear. On the face of it, there is still a fair amount of interest in USM market making.

Last September, before the recent withdrawals, 93 per cent of USM companies had more than two market makers and 71 per cent had four or more, compared with 78 per cent and 93 per cent the year before.

That appears to be a significant improvement on the days

before the Big Bang when just one jobbing firm made a commitment to trade all USM stocks and a great deal of USM business was done on a matched bargain basis, usually through the corporate broker.

The recent cut-backs should have eased the pressure on the remaining operators but - given the drop in volumes traded since the crash - the market is still extremely competitive.

What effect will this shake-out have on investors? It could mean a reduction in the amount of independent research as brokers cut back on stocks in which their investment house no longer makes markets.

Furthermore, fewer market makers will lead to a reduction in the capital committed to any particular share. The total number of shares in any particular company that can be carried on traders' books could fall, which would have a marked effect on those shares' marketability.

The symptoms of limited marketability are all too familiar for investors in smaller companies. One such is a widening of spreads - the difference between buying and selling prices. The result for the investor is that he or she needs a substantial price rise in a thinly-traded share before there is a chance of taking a profit. Another consequence of a thin market is that price changes may be abnormally sharp.

There is, of course, nothing new about these traits. Wide spreads and volatile price movements are, to a large extent, a feature of the market in smaller companies in which only a limited proportion of equity is available to be traded. On average, Hoare Govett calculated that there is an average of just 57m of free capital per USM company.

Take Sock Shop, for example, which has seen its share price virtually halve to 148p in the three months to January 23. The abruptness of its fall is partially a result of the very thin market in its shares, due

to the fact that only 18 per cent of the capital was originally offered for sale. So which companies are worst afflicted by the marketability problem? One key consideration is the number of shares in issue. Usually, as the company grows in size and issues paper to fund its expansion, the marketability problem lessens of its own accord.

Furthermore, the number of market makers and the normal volume of trade are also key determinants of marketability. These factors are summed up in the Stock Exchange Automated Quotation System (Seaq) tags - alpha, beta, gamma and delta. These are imposed by the Stock Exchange and determine the firmness of the price that market makers are obliged to quote.

Until recently, gamma prices were indicative only. Now they are often shown "firm" but in such small parcels of shares that this change is not particularly significant. Market makers in delta securities are not required to display prices on Seaq.

The vast majority of shares on the USM are classified as gamma shares. There are just half a dozen delta shares and about 40 beta stocks at the larger end of the scale.

But although there is nothing new about limited marketability, investors worry that matters have got worse since the stock market crash. At that time, many market makers were caught with a surplus of small company shares on their books, which has since led them to adopt a cautious approach.

One smaller company fund manager says that he now relies on matched bargains. "A lot of market making in smaller companies is illusory," he says.

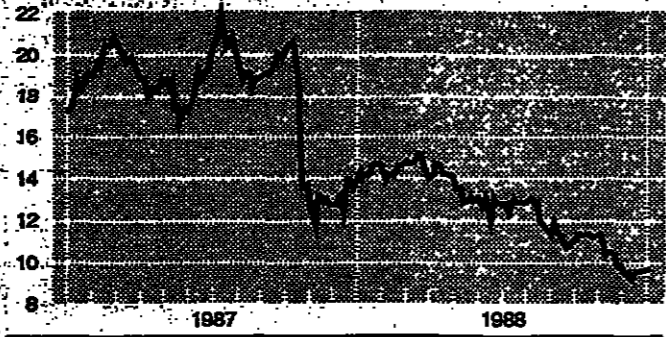
Complaints such as these have led to worries that the USM market is no longer sufficiently liquid to survive in its present form. Some participants such as Brian Winterlood favour a return to a physical marketplace which could boost the profile of the USM.

But the outcome of this debate is likely to depend on the number of market makers who remain committed to the USM market. And, on that question, the jury is still out.

Vanessa Houlder

Contracting & Construction sector

Price/earnings ratio



THE THIRD MARKET

Recruits prove scarce

A FLOP would be putting it too strongly, but certainly the consensus report on the Third Market's first two years of operation must be "could have done better".

The total number of companies that have joined the market so far is just 58 - dismal compared with initial expectations that over 100 would join within the first year.

The rationale behind the market was to provide a forum for those companies that were too small, or too new, to join either the Unlisted Securities Market or seek a full listing. To this end, rules were relaxed allowing companies with just one year's trading record, against three on the USM, to join, and there was no minimum set on the percentage of equity they could release.

The hope was that, by being so structured, the Third Market would attract the type of company that had once joined the ad hoc over-the-counter

(OTC) market, as well as those bred on the Government's Business Expansion Scheme. But, so far, recruits from either of these sources have been few and far between.

Certainly, the demise of the OTC market - now that almost all of its practitioners have either failed to obtain, or have not applied for, authorisation under the Financial Services Act - has left a great number of orphaned companies. But out of this apparently promising pool of potential entrants, so far only 11 have moved to the Third Market.

This is likely to be less a reflection of the willingness of the companies to transfer than of the cautiousness of the sponsors about taking them on.

This is understandable, given that many OTC companies are likely always to have been highly risky enterprises, as well as often being constructed with complicated capital structures that are now difficult to unravel.

As for BES recruits, they so far number only six - though it is probably too early to assume their representation will not increase in due course. Since the Government's scheme was established in 1983, it is only now that companies are reaching the end of the five-year qualifying period which allows initial backers to sell their shares and retain their tax relief.

Before the end of this period, although BES companies can

have their shares traded on the Third Market and continue to qualify for the scheme, there is little incentive to do so since liquidity will be severely restricted by the fact that original shareholders cannot sell out without losing their tax relief.

But, whatever the potential, it is hard to escape the conclusion that new issue volume has been less than encouraging to date. The main problem appears to be that the Stock Exchange, when it designed the market, left so much responsibility for monitoring on the shoulders of the sponsors that they are either looking long and hard at a candidate before deciding to take


it on, or else deciding it just isn't worth it.

It is not surprising, therefore, to find that only five start-up companies - which clearly demand the most work from the sponsor - have so far stepped onto the market.

The work carried out by sponsors has also increased the costs of joining the Third Market, so that it works out not significantly cheaper than the USM in terms of absolute numbers and, in terms of percentage of capital raised, much higher. This is despite the fact that the Stock Exchange waived initial and annual fees and set advertising requirements at a much lower level.

As with the USM, a list of sponsors shows some 30 names have dipped their toes into the Third Market so far, but few are responsible for more than two or three issues. Moreover, although a number of

Continued on next page



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## THE USM 4

## MEDIA COMPANIES

**'Mr USM' lists the problems**

NO ONE is better qualified to comment on the problems of the USM today than Mr Brian Winterflood, the former head of Bisgood Bishop. He stood down as boss of market making at County NatWest just over a year ago and now runs his own market-making firm specialising in USM and smaller company stocks.

There is probably only one thing that 'Mr USM' - as Mr Winterflood has come to be known since his work in setting up the junior market in 1989 - is happy about in today's post-Big Bang market. That is the relationship his company, Winterflood Securities, has with its parent, the discount house Union Discount. Union lets Mr Winterflood get on with it - an arrangement which Mr Winterflood appreciates after all the corporate upheaval at County.

Otherwise, a note of despondency creeps into Mr Winterflood's normally cheerful voice. Reflecting the former jobber's nostalgia for the camaraderie of the Stock Exchange floor, he has a long list of complaints about conditions in the deregulated market. He believes that there are too many market makers in smaller company shares. "There are some 27 so-called market makers in USMs," he says. "The problem is that the firms will only take on that role when the broker is 'the shop', is the sponsor to the company when it comes to the USM. So you end up with a situation where one firm is researcher, distributor, agency broker and market maker to the company."

Mr Winterflood is disturbed about this state of affairs on two counts. First, he finds it difficult to compete with other market makers on this basis: "They have a virtual monopoly in the stock," he argues. "They can concentrate all their firepower into just one stock. It's difficult for risk-takers such as ourselves - who have to take a position in each stock - to get involved." Second, he believes that this dries up liquidity in secondary stocks.

This is a bigger problem. Activity in USM stocks dwindled to a mere 500 bargains a day during December. It climbed back to about 1,500 a day in January but, according to Mr Winterflood, this is not enough. "There is just too much turnover of liquidity in the market," he says. This he attributes to the two-fold effect of the new placing rules (introduced on the day of Big Bang) and the disappearance of a physical market (the Stock Exchange floor).

The need for a real market-place, where brokers and job-



Brian Winterflood in happier days

bers can actually meet, is a Winterflood hobby-horse. A major part of this must be his unashamed yearning for the old days. More seriously, he believes that the gossipy atmosphere of a market would be healthy for the liquidity and marketability of small company shares.

"At the moment, business in USM stocks is wholly price-driven," he laments. "Shares respond to what's going on in Footsie stocks, which in turn take their cue from Wall Street. But I want to know what the heck GEC and Plessey have got to do with bridal gowns and garden centres."

Winterflood is talking, informally at present, with others who share his banking for a market-place: it is not impossible that one day they may come up with proposals for a separate, physical market for small company stocks.

He has always argued that the new placing rules were a mistake. The most serious on the USM take the form of a placing - whereby shares in the company are sold directly to a handful of chosen investors rather than the public at large via an offer for sale. In a nutshell, the rules make it more difficult than ever for outsiders to get hold of stock.

On the home front, Mr Winterflood is coy about how his business is doing. All he will say is that, after five months, Winterflood Securities is "on target" to break even after its first year.

David Waller

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**The hand of reform turns up the radio volume**

INVESTORS tuning in to the static, hiss and crackle of the junior markets over the past year have been picking up one very clear signal: commercial radio stations are hot stocks.

Four radio companies topped the league of best-performing USM shares in 1988, with five - Crown Communications, Piccadilly Radio, Radio City, Radio Clyde and Miss World (which owns Red Rose Radio) - in the top 10. Shares in all five more than doubled in value during 1988.

Of the other two radio stations on the USM, GWR Group only joined the market in March and Metro Radio shares started trading as recently as December 8.

The rise and rise of local radio is not built on air. The Government's White Paper on broadcasting, published in November, proposed deregulation of the industry. Legislation, which could take effect as early as 1990, will open up three new national commercial radio services, in addition to the BBC. The Independent Broadcasting Authority (IBA) will be abolished and contrac-

tors will be allowed to control one national service and as many as six local services.

But investors are not only attracted by the prospect of expanding opportunities for radio companies, they are also looking forward to a continuing period of financial growth, encouraged by the legislative changes, which should make radio stations cheaper to run.

Local radio is already increasing its share of the UK's overall advertising spending of \$5.6bn from 3 per cent - against up to 10 per cent in the US and Europe - as advertisers wake up to the value of targeting consumers through increasingly popular commercial radio stations.

Meanwhile, management has improved, producing the audit-secure figures to please advertisers, and, as a result, the profits growth - albeit from a low base - to please shareholders.

Larger stations are also turning themselves from comfortable regional broadcasters into hungry corporate predators. Crown Communications, which is tipped to pick up one of the three national radio

channels in 1990, holds stakes in a number of local radio stations, including 16.1 per cent of Piccadilly, the Manchester-based station. Miss World, the growing leisure group, owns 24 per cent of Piccadilly and 12.4 per cent of the Merseyside local radio station, Radio City, the first commercial station to join the USM in 1982.

April merged with HRMS Holdings, another Midlands radio station, as a prelude to seeking a quotation itself.

The tangled web extends from radio to television and the press. Last year, Crown and Independent Radio News - an LBC operation which already supplies news to all 46 independent UK radio stations - signed a \$70m contract to provide British Satellite Broadcasting's Now Channel with news broadcasts.

Meanwhile, Broadcast Communications, a Third Market independent television programme-maker, linked up with The Guardian and Manchester Evening News, when the newspaper publisher took a 14.1 per cent stake just two days after

the plans for broadcasting deregulation were published.

For Broadcast, best known for producing The Business Programme and Business Daily on Channel 4, the White Paper can only be good news, especially when combined with increasing outlets for independent TV production, for example through satellite companies.

The Government has set EBC and ITV the target of contracting out 25 per cent of programmes to independent producers by 1992. The White Paper extended this to new channels and TV franchisees, who will be allowed to commission all their programmes from independent production companies if they wish.

These same changes throw more of a shadow over the plans of the USM's two TV programmers, TV-am, and breakfast TV station, and Border Television, smallest of the

smaller IBA programme contractors, which has been losing advertising revenue to its counterparts in the south of England.

Border may be able to offset

the difficulties of broadcasting to a tiny and static viewing population of 700,000, by selling more programmes outside the far north of England, where it is based, but its area may be threatened by a reshuffle of northern TV stations or just absorbed into a large Scottish franchise.

Both Border and TV-am - which last year was racked by strikes, an unsettled share register, and battles with the IBA over the quality of its output - will have to face up to the possibility of takeover after deregulation, and competition for the valuable franchises.

Feller then TV-am, in particular, will have to confront challenges to its undoubted financial success (pre-tax profits up 55 per cent to \$7.8m in the half-year to August 1988) from satellite rivals.

Looking ahead, a number of years it does not seem too far-fetched to imagine predatory radio stations plotting to get their claws into the TV companies and so grab a share of both broadcasting media.

Andrew Hill

Border may be able to offset

**PROFILE: RANDSWORTH TRUST****A child of the bull market consolidates**

RANDSWORTH Trust is a property investment and development company with a portfolio largely based in the West End of London. It was a vigorous property-trading company which thrived the stock market before the crash of October 1987.

This suggests that the company has completely changed its spots. "Yes this is not the case, because what is not being done is using trading activities as a means to provide the base for the growth of the portfolio."

The company now appears to be in a phase of consolidation. It is in the market looking and making acquisitions, but the hectic and aggressive selling that appeared to dominate its activities last year has evaporated. Property sales came to over \$180m in the financial year to June 1988.

Gearing has been cut back, and exposure to variable rate debt reduced to around \$20m. A major part of its debt is through a 10 per cent debenture stock 2826, of which a new tranche of \$35m was issued in January to bring the total up to \$135m.

Mr Andrew Nichols, the chief executive, noted that Randsworth's net assets now totalled approximately \$200m, and that its crude gearing was about 70 per cent. But significant new property purchases have taken place and these should lift gearing up to 100 per cent.

Such gearing, he conceded, "is probably too much in this market", so there are likely to be sales of West End property where development has been completed, or where leases

have been rearranged to create a higher capital value.

All of this points to a company which, as one Chase Manhattan Securities once put it, has changed from a child of the bull market to a nearly mature investment company. It has all happened with astonishing speed.

Once upon a time there was a USM investment company called Jayplant. Mr Nichols, once the finance director at Brighton Estate, and Mr David Holland, now the Randsworth chairman but a lawyer by training, moved in during May 1986 and started a transformation.

They used paper to acquire London & Provincial Shop Centres. They acquired Apex Properties. They bought properties from British Land and Mounthelgh. They accumulated a property trading portfolio from the Fisons pension fund. They started developments, notably one on Wilson Street in the City of London, later leased to the Stock Exchange. They set up schemes in places within easy reach of London, such as Guildford.

What Randsworth was doing in this early period was turning over properties and seeking to establish a cash flow which would provide a base for the formation of the West End portfolio.

The market loved it, until October 1987. After that, sentiment changed. There was little sympathy with highly geared trading companies. Certainly the Randsworth market price was savaged, cutting off the possibility of the company's using paper to finance further asset growth.

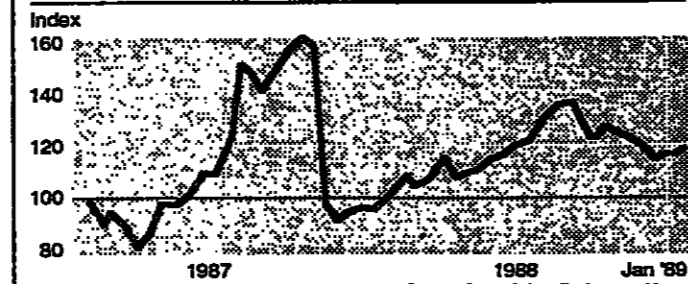
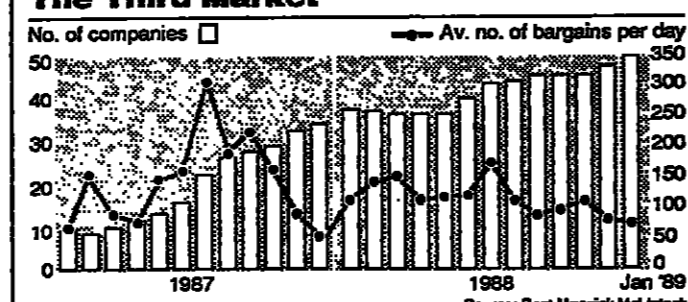
More recently the pendulum has swung back, and the movement of the price suggests that the market has come to look with more sympathy at the Randsworth process of asset growth. By mid-January, its market performance was not out of line with the rest of the sector, although that sector has been lethargic.

Phillips and Drew, the company's broker, noted that its shares were trading at a 16.5 per cent discount to their current net asset value, and at 31.3 per cent to their estimated net asset value a year hence. But the earlier weakness of the shares gave the Randsworth board the opportunity to buy back the company shares, and they accumulated 15 per cent of the equity.

In its last financial year, when Randsworth made pre-tax profits of \$6.5m, nearly half its turnover came from dealing profits. But, for the future, there will be an increasing reliance on net rental income. And in the future there will be more central London acquisitions, drawing on the resources of a balance sheet strengthened by the debenture issues and of an unused credit facility provided by Security Pacific.

These acquisitions are likely to be in the West End of London, rather than in the City where the market has become "overcooked", as Mr Nichols put it. "There are buying opportunities around, but only the stronger companies can afford it. We've not seen any slackening in West End rental levels - there's been no slackening of yields," he said.

Paul Cheswright

**Third Market recruits prove scarce****The Third Market**

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Continued from previous page

well-known names such as Cl-Alexanders Laing & Cruickshank, and Credit Suisse Buckmaster & Moore, feature in the list. It predominantly consists of the smallest stockbrokers. This suggests the larger companies are not finding it worth their while to go to all the trouble, and their costs may be too high for the companies.

An equally worrying trend in the market is turnover. The peak number of bargains per day in the months before the stock market crash was 300. By the start of this year it was down to a pitiful average of 85 - and, despite the livelier business being enjoyed by other areas of the London market, has more recently dwindled to a mere 60. Such levels, which are clearly not going to keep any market maker in business, are bound to discourage investors.

But despite all these difficulties, accountants Peat Marwick McLintock, close followers of the market, still find a bright side to the story.

In a recent survey, Peat Marwick points out that although new issue activity is subdued, secondary financing conducted on the market has been surprisingly lively. By the beginning of this year, a total of 94 companies had used the market on 42 occasions to raise \$27m through rights issues or

other issues of shares to finance acquisitions.

This, Peat concluded, showed the Third Market was fulfilling the aim of its founders in helping small companies to grow their businesses.

Furthermore, it has already spawned a number of success stories, and turned out to be a useful stepping stone for companies later intending to transfer to the Unlisted Securities Market. So far, five companies, including Corton Beach, the already well-known diversified holding company, have transferred to the USM.

According to Peat Marwick's Mr Paul Knott, a great many of the Third Market companies polled have said they believe the benefits they have gained from joining the market have outweighed the costs. They report the move has improved their standing in the eyes of the financial institutions, so that it has been easier to gain bank finance, and it had also been a useful learning experience.

So even though the costs of entry have turned out to be about 10 per cent of the initial funds raised, companies are better-groomed than many of their peers by the time they carry out the relatively simple step of moving to the USM.

Clare Pearson

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**PROFILE: THE BREWING SECTOR****Pubs for the portfolio**

BREWERS and the USM: a potent combination, calculated to stimulate the imagination. It suggests small, family-run companies operating in far-flung counties, nourishing the fortunate locals with powerful, amber ales.

In one sense, the reality is not too different. Eldridge Pope has been based in Dorchester for more than a century, and is still run by a Mr Pope. His Royal Oak ale and Huntsman Brew are local classics. Rooted in what was once Wessex, it is entitled to call itself Thomas Hardy's brewer.

These cosy images cling to other USM brewers, like Gibbs Mew in Wiltshire (chairman: Mr R.A. Gibbs) and Fuller, Smith & Turner, located more precisely next to the A40 in Hammersmith but still run by Mr A. Fuller. Despite their quaintness, these companies are very much part of the modern commercial world.

The excitement of the takeover arena have not passed them by. Gibbs Mew, for example, is entangled with the Antipodean entrepreneur, Mr Ron Brierley, who has taken a 5.2 per cent stake. Eldridge Pope has a formidable two-tier voting structure, of which the Savoy Hotel would be proud.

Even more out of keeping with the rustic/home brew ambience is the spectacular stock-market outperformance enjoyed by these companies over the last year. The brewers' sector has beaten the market by nearly 11 per cent, but the small companies have done a lot better than that.

Eldridge Pope has beaten the market by a staggering 64 per cent (the shares risen from 334p a year ago to 600p at the time of going to press). Gibbs Mew has outperformed by 22 per cent, Fuller by 30 per cent

and Merrydown - the Sussex brewer - by 17 per cent. An investment in any of these companies would have been rewarding. Why?

The brewing sector as a whole has been popular over the last year. According to Andrew Buchanan, at Hoare Govett, the stock-market has woken up to the defensive attractions of companies selling a basic human necessity such as beer. But the smaller companies have other charms, such as strong brands and scarcity value, which have made them outperform the bigger brewers.

Another factor is the Monopolies and Mergers Commission's imminent report on the industry. There is a feeling that its conclusions could favour the smaller brewer, insofar as the abolition of tied-houses would create a bigger market for their beers. But more important is the store of property value locked up in the small companies. There was a sudden recognition last year that portfolios of freshpubs scattered across pleasant parts of southern England were very valuable indeed.

Ron Brierley must have recognised that. The disclosure last June that he had a 5.2 per cent stake in Gibbs Mew sent the company's share price up from just over 200p to 323p in a month. In July, Eldridge Pope

let it be known that it was undertaking a property revaluation. At that stage, the shares stood at 400p. By the time the details of the review were made public at the end of September, the shares stood at 600p. (The review produced a \$38m surplus, valuing the company at \$70m, or 900p a share.)

Fuller last conducted a property review in 1986. But according to Arthur Curtis, finance director, the value of the company's 150 West London pubs and 60 off-licences has risen since then, a fact appreciated by investors who have driven the shares up from 250p to 415p over the last year.

There is more to these companies than just property. Behind the rather sparse results announcements typical of family-controlled quoted companies, there is a lot of activity. Eldridge has teamed up with the Canadian drinks giant, Labatt, to market its lager in the UK. And Gibbs bought 105 pubs from Grand Metropolitan.

In addition to the old-world image, strong profits growth and property backing, these brewers have one other attraction for shareholders: the beer. This is freely available at their annual general meetings, which are better attended than most.

David Waller

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**Trade Fairs and Exhibitions: UK**

**Current**  
**Fashion Fabric and Sewing Fair** (0422 51215) (until February 7)  
 Barbican  
**International Spring Fair** (01-855 8201) (until February 9)  
 NEC, Birmingham  
**February 7-9**  
**Textile & Technology Exhibition** (01-855 1290)  
 G-Mex Centre, Manchester  
**February 9-12**  
**Crufts Dog Show** (01-495 7939)  
 Earls Court  
**February 12-16**  
**North London Business and Industry Exhibition** (0442 217453)  
 Fickets Lock, London  
**February 13-15**  
**Information Technology Skills Exhibition '89** (0421 410222)  
 Olympia  
**Overseas Exhibitions**  
**February 10-13**  
**International Spring Trade Fair of Household Goods, Crystalware, Ceramics, Silverware & Gifts - MACEF** (01-242 7289)  
 Milan  
**February 17-19**  
**International Holiday and Travel Fair** (Cock 278006)  
 Cork  
**February 18-22**  
**International Consumer Goods Fair** (01-734 0642)  
 Frankfurt  
**February 20-23**  
**Construction and Engineering Exhibition** (01-457 3344)  
 Kuwait  
**February 23-26**  
**International Sports Equipment Fair - ISPO SPRING** (01-948 5166)  
 Munich  
**February 29-March 3**  
**Computer and Communications Exhibition - MEXICO COM EXPO** (01-977 3474)  
 Mexico City  
**March 12-16**  
**International Spring Fair** (0875 322222)  
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**Business and management conferences**  
**February 7-8**  
**FT Conference: The FT European Mergers and Acquisitions - Prospects in the Single Market** (01-925 2323)  
 Hotel Inter-Continental, London  
**February 13**  
**The Institute of Petroleum: North Sea oil and gas-the first quarter century and the next** (01-636 1004)  
 London  
**February 13-15**  
**Frost & Sullivan: Software maintenance** (01-730 3438)  
 London  
**February 17**  
**The Economist: 1992 and beyond - Restructuring Europe's financial services** (01-638 7000)  
 Marriott Hotel, London  
**February 20-21**  
**FT Conference: Cable television and satellite broadcasting** (01-925 2323)  
 Hotel Inter-Continental, London  
**February 20**  
**Legal Studies & Services: Mergers & Acquisitions - Major tax, accounting and finance issues** (01-238 4683)  
 Marriott Hotel, London  
**February 20-22**  
**The FT City Seminar** (01-925 2323)  
 Plazenters Hall, City of London  
**Anyone wishing to attend any of the above events is advised to telephone the organisers to ensure that there have been no changes to the details published**

**PARLIAMENTARY**

**Today**  
**Commons: Water Bill**, timetable motion.  
**Motions on Adoption Allowance Schemes.**  
 Opposed private business from 7 p.m.  
**Lords: National Maritime Museum Bill**, third reading.  
**Petroleum Royalties (Relief) and Continental Shelf Bill**, third reading.  
**Children Bill**, report.  
**Motion on Town and Country Planning Regulations and motions on Adoption Allowance Scheme Orders.**  
**Select committees: Home affairs; subject, future funding of Channel 4.** Witnesses: Mr Michael Grade, chief executive of Channel 4 and Mr David Scott, director of finance and company secretary. (Room 15, 4.15 p.m.)  
**Public Accounts; subject, administrative telecommunications.** Witness: Mr J. Anson, second permanent secretary, Treasury. (Room 16, 4.30 p.m.)  
**Televising of Proceedings of the House.** Witnesses: Mr Terence Higgins, MP, and other members of the liaison committee; Social and Liberal Democrats, Scottish National Party and Plaid Cymru. (Room 8, 6 p.m.)  
**Tomorrow**  
**Commons: Opposition debates on "Congestion and safety in transport" and "The Government's failure to support science and scientific research."**  
**Motions on Local Authority Social Services and Access to Personal Files Regulations.**  
**Lords: Children Bill**, report.  
 Debate on the report of the European Community's committee on visual display units.  
**Select committees: Education, Science and Arts; subject, the supply of teachers for the 1990s.** Witnesses: National Association of Headteachers, Secondary Heads Association and Headmasters' Conference. (Room 15, 4.15 p.m.)  
**Members' interests; subject, parliamentary lobbying.** Witnesses: Westminster Strategy and Profile Political Relations. (Room 16, 4.30 p.m.)  
**Committee on Private Bills: Associated British Ports (No. 2) Bill and North Killingholme Cargo Terminal Bill.** (Room 6, 10.30 a.m.)  
**Wednesday**  
**Commons: Debate on the White Paper "Broadcasting in the 1990s: competition, choice and quality."**  
**Motion on the Proposed Limitation (Prescribed Maximum) (Inner London Education Authority) Order.**  
**Lords: Debate on "The problems of Sunday trading and local restrictions."**  
**Question to Government on "Cuts in local services in Bradford."**  
**Select committees: Foreign Affairs; subject, Eastern Europe and the Soviet Union.** Witnesses: Sir Geoffrey Howe, Foreign Secretary. (Room 8, 10.30 a.m.)  
**Welsh Affairs; subject, the Channel Tunnel.** Witness: Steer, Davies and Gleave. (Room 18, 10.30 a.m.)  
**Energy; subject, UK/USSSR energy relations.** Witnesses: British Coal, Dowty Mining Equipment and John Brown plc. (Room 18, 11 a.m.)  
**Agriculture; subject, salmonella in eggs.** Witnesses: Mr John Macgregor, Agriculture Minister, Mr Richard Ryder, Parliamentary Secretary, Ministry of Agriculture, Fisheries and Food, and Mr Kenneth Clarke, Health Secretary. (Grand Committee Room, Westminster Hall, 4 p.m.)  
**Employment; subject, work of the Commission for Racial Equality; subject, Commission for Racial Equality.** (Room 20, 4.15 p.m.)  
**Social Services; subject, AIDS.** Witnesses: Mr David Mellor, Health Minister, and Sir Donald Acheson, Chief Medical Officer. (Room 21, 4.15 p.m.)  
**Transport; subject, roads for the future.** Witnesses: Institution of Civil Engineers and the County Surveyors Society. (Room 17, 4.15 p.m.)  
**Committee on Private Bills: Associated British Ports (No. 2) Bill and North Killingholme Cargo Terminal Bill.** (Room 6, 10.30 a.m.)  
**Thursday**  
**Commons: Debate on the Government's expenditure plans, 1989/90 to 1991/92.**  
**Motion on EC documents on credit institutions.**  
**Lords: Law of Property (Miscellaneous Provisions Bill), committee stage.**  
**Road Traffic (Driver Licensing and Information Systems) Bill**, report.  
**Elected Authorities (Northern Ireland) Bill**, second reading.  
**Committee on Private Bills: Associated British Ports (No. 2) Bill and North Killingholme Cargo Terminal Bill.** (Room 6, 10.30 a.m.)  
**Friday**  
**Commons: Private members' bills.**

**FINANCIAL**  
**BOARD MEETINGS**  
**THURSDAY FEBRUARY 23**  
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**FRIDAY FEBRUARY 24**  
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**COMPANY MEETINGS**  
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**CONSTRUCTION CONTRACTS**  
**Private housebuilding suffers**

By Andrew Taylor, Construction Correspondent

There has been a sharp fall in enquiries for new work for private housebuilders according to the latest workload survey by the Building Employers Confederation, published today.  
 The Halifax Building Society on Friday reported that a fall in house sales meant that the number of mortgages granted by the Society in December and January was about half those in the corresponding months a year earlier.  
 The Building Employers Confederation said the fall in enquiries for private housebuilding was particularly pronounced in the southern half of England.  
 Demand in other construction sectors had remained high. Almost half of the 600 construction companies questioned last month by the Confederation reported that enquiries for new work had increased between the third and fourth quarters of last year. Only five per cent reported a decline in work enquiries.  
 It said prospects for this year, therefore, looked reasonably bright. Total construction output had continued to grow

strongly during the final months of last year.  
 The one sector which had recorded a significant downturn was private housebuilding. Almost 30 per cent of companies had reported a decline.  
 Sir Clifford Chetwood, chairman and chief executive of George Wimpey,  
 in enquiries for private housebuilding work compared with 18 per cent reporting an increase.

Chairmen of two of Britain's biggest construction and building materials companies, Sir Clifford Chetwood of Wimpey and Sir Colin Corness of Redland, last week warned that private housing output could fall by as much as a fifth as a result of higher mortgage interest rates.  
 Sir Clifford told a House of Lords all-party building industry group that sales of new houses could fall by between 15 per cent and 20 per cent this year. The Confederation said an increase in enquiries for new work in the final three months of last year had come from mainly private commercial and industrial developers.  
 "One possible explanation for the buoyancy of the commercial sector is that clients have been anxious to maximise the amount of work done before the introduction in April of value added tax on new construction," said the Confederation. It said the proportion of companies reporting serious delays due to power shortages had fallen from eight per cent to five per cent.



Sir Clifford Chetwood, chairman and chief executive of George Wimpey.

**£46m orders awarded to A. McAlpine**

ALFRED McALPINE has been awarded 31 contracts whose combined value exceeds £46m. The contracts, which cover a wide range of work across the country in both the public and private sectors, are as follows:  
 Alfred McAlpine Construction has been awarded the design and build of a 25.4m distribution depot for Hall Engineering Holdings at Daventry; a 3.74m multi-storey car park in Wrexham for sister company Alfred McAlpine Management who is carrying out work in the town centre; a £1.55m office development for Threadneedle at Douglas on the Isle of Man; a £1.25m office building for

BBC at Southampton.  
 The company has also been awarded a £2.6m contract by Embassy Hotels to extend the Rigo Back Hotel at Seale, Surrey; a £1.74m office development for Norcross Properties at Newham Quay, Truro; a £1.7m warehouse extension for Kronospan at Chirk, North Wales; a £1.68m road scheme at Penryn for Cornwall County Council; a £1.57m multi-storey car park in Wrexham for sister company Alfred McAlpine Management; a £1.5m office development for Threadneedle at Douglas on the Isle of Man; a £1.25m office building for

Lucas Engineering & Systems at Shirley, West Midlands; a £1.18m effluent treatment plant for Bridgewater Paper at Eylesmore Park and a £1m subdivisional police headquarters at Wilmslow for Cheshire County Council.  
 Alfred McAlpine Services & Pipelines has been awarded a £3.6m contract by the Welsh Water Authority to carry out work at Llandudno, North Wales.  
 Alfred McAlpine Management has been awarded a £2.5m contract by Beazer Property and Sun Life Properties to refurbish Wigan Centre Arcade.

**Expanding sewage treatment works**

The M J GLEESON GROUP has received contracts in England and Scotland together worth £17m.  
 At Camberley, Surrey, Gleeson is undertaking a £10.6m design-and-construct extension to the sewage treatment works to create sufficient capacity for expected local requirements

into the next century and to protect the River Blackwater from possible pollution.  
 In Scotland, Gleeson's Stirling office is commencing the £2.1m restoration of the Royal Museum of Scotland, Edinburgh, for the Property Services Agency. During the 80-week contract, Gleeson will

strip and replace the entire roof fabric of four galleries, reinstate the interiors, and install electrical and ventilation systems. The East Pavilion will be re-roofed and Gleeson will restore with natural sandstone those areas of the galleries and the Pavilion where the stonework has decayed.

**FINANCIAL TIMES CONFERENCES**

**CAPITAL MARKETS WORKSHOPS**  
 15-17 February, 3-5 April 1989  
 In 1988 the Financial Times and Price Waterhouse joined forces to arrange a highly popular series of capital market workshops. The Workshops provide intensive training for small numbers of individuals and a further two are planned this Spring. The programme provides detailed coverage, supported by case studies of capital markets activities, ranging from underlying concepts through the specific markets and instruments, to practical guidance on key aspects of management and control of the business, including operations, risk management and performance measurement.  
**FT CITY SEMINAR**  
 London, 20, 21 & 22 February 1989  
 The FT City Seminar has given comprehensive guidance on the changing City on the eight occasions since it has been held in the last five years. In February the Seminar is to be held again and the 1989 agenda will include a number of presentations concerned with the outlook for London as the Single European Market of 1992 comes closer, while continuing to provide a full description and assessment of the players, markets and institutions of the City.  
**WORLD ELECTRONICS - EUROPE'S ROLE IN AN INTERNATIONAL INDUSTRY**  
 London, 26 & 27 April 1989  
 To be held in a period of major restructuring and relentless international competition, the Financial Times eleventh conference on World Electronics will take as its theme "Europe's role in an international industry".  
 Contributions to the high-level forum include Frans Andriessen, Member of the Commission of the European Communities, Sir Geoffrey Pattie, MP, Jacques Stern of Honeywell Bull, Dr H Gissel of AEG and Jean-Marie Cadiou, DG XIII, Commission of the European Communities.

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**APPOINTMENTS**  
**New president for Leeds Permanent**

LEEDS PERMANENT BUILDING SOCIETY has appointed Mr J. Malcolm Barr as president and Mr Robert Strachan vice president. Mr Barr is chairman and managing director of Barr & Wallace Knoll Trust and has been a director of the Society since 1973. Mr Strachan is a director of the Ward Group.  
 N.M. ROTHSCHILD & SON has appointed Mr Richard Bailey as head of corporate finance in the north of England. He joined Rothschild at the Manchester office in 1981.  
 Mr Martyn Brunger has joined LAMPWAYS as managing director. He comes from GTE Sylvania where he led the UK sales division. Mr Geoff Eastman, the present managing director, becomes vice chairman. He will now concentrate on key developments and specific projects, including an enhanced computer system scheduled for installation later this year.  
 Mr Paul J. Ryder has joined LUCAS AUTOMOTIVE as managing director-engine management systems in succession to Mr Mike Stacy, who was recently appointed managing director of Lucas Aerospace UK. Mr Ryder, former director of the automotive group of AB Electronics, will also take a seat on the board of Lucas Automotive.  
 Miss Pat Dean has been appointed director and general manager of steel recovery specialist MCR-METAL-EC. She joined the group in 1985 in a senior management administration capacity.  
 Mr Gordon H. Waddell and Mr Michael E. Walton have been appointed directors of LONDON & STRATHCLYDE TRUST. Mr Waddell is a director of Cadbury Schweppes and the Gartmore-managed investment trust, Scottish National Trust. Mr Walton is head of venture capital investment at Gartmore and a director of English and Caledonian Investment, another Gartmore investment trust.  
 At UNION INTERNATIONAL, Mr Geoffrey Gilroy has been made development director of the retail division, with a seat on the board of J.H. Dewhurst. He was finance director of British Beef Co, another Vestey company.

Mr Roger Charlesworth has been appointed a director of SQUARE MILE GATE, the venture capital advisory company.  
 Mr G.B. Sward has been appointed managing director of HUNT & MOSCROFT, the UK subsidiary of the Kleinfelers Group of West Germany.  
 CASSIDY, DAVIS HOLDINGS has appointed Mr Richard G. Wilkes as a non-executive director. He is a consultant partner at Price Waterhouse.

At HEPWORTH Mr T.D. Parr has been made a non-executive director. He is chairman and chief executive of William Baird.  
 Mr Jeffrey Petersen has joined the board of NORTH SEA ASSETS as non-executive chairman. Sir Jeffrey was until recently chairman of Barclays Bank in Spain and is currently chairman of the British Materials Handling Board and GVA International.  
 Mr Wynne Denman, a former executive director of the British and Commonwealth Shipping Co, and Mr Antony Craven Walker, chief executive of Nimex Resources, have also been appointed non-executive directors.

Mr Ken Toole has become director of marketing and corporate development at LIQUID POLYMERS, Accrington.  
 NATIONAL MUTUAL LIFE has appointed Mr Norman Worley as assistant general manager-sales and marketing.  
 Mr Geoff Lawrence, sales director of GOODYEAR GREAT BRITAIN, will retire on April 28. He will be succeeded by Mr Gordon Bam, managing director of Tyreservices Great Britain.  
 Mr Robert Anderson has been appointed finance director of the WEIR GROUP's latest acquisition, Liquid Gas Equipment. He remains finance director of Weir Westgarth.  
 Mr Roy Haines has been made general manager of RANK XEROX SYSTEMS SALES, the new organisation set up to market the company's range of document systems and related office and publishing products in Europe. He joined Rank Xerox in August as director, office systems and customer support services. Mr John Moran has been appointed marketing director of Rank Xerox Systems Sales.  
 JOHN FOSTER & SON has appointed Mr Ray Phillips, commercial director, as manufacturing director. He succeeds Mr Harold Harvey who has been promoted to



The CHASE MANHATTAN BANK N.A. has appointed Mr Robert H. Binney (above), senior vice president, as its senior banker with responsibility for European financial institutions. He will be responsible for the marketing of corporate finance products. Mr Binney, who joined the Bank in 1971, returns to London after five years in Japan where he was country manager, and four years in Hong Kong as managing director of Chase Manhattan Asia.

managing director. Mr Bill Brownlee has been made European sales director. He is sales director with Crowther's cloth division.  
 BRITISH LINEN BANK has made the following appointments: Mr John S. Hunter, a director within the corporate finance area, will become head of corporate finance in succession to Mr Eric Sanderson. Mr Hunter has been a director of the bank for four years.  
 Mr Alan Murray, who was appointed to the board in November 1987 with responsibility for banking in Scotland, has been appointed head of banking.  
 Mr Keith Frovley has joined the board of IDV (UK) as operations director, responsible for the company's production and distribution functions. He joins from Mobil Oil Corporation, where his most recent appointment was that of international marketing operations adviser, based in New York.  
 Mr Roy Haines (above), formerly deputy general manager (broker sales) for the Sun Life Group, has been appointed managing director of SUN LIFE BROKER SERVICES, a subsidiary company which has been formed to provide the services previously undertaken by Sun Life's broker services division. Mr Brim Avery, formerly broker marketing manager, has been appointed deputy managing director of the new company.

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Table listing authorized unit trusts with columns for Name, Type, and Price. Includes entries like Abbey Unit Trust, Abstract Management Ltd, and Aetna Unit Trusts.

Table listing unit trusts with columns for Name, Type, and Price. Includes entries like Eagle Star Unit Trust, Equitable Units Admin Ltd, and Fidelity Investment Services Ltd.

Table listing unit trusts with columns for Name, Type, and Price. Includes entries like FMS Investment Manager Ltd, F&S Investment Managers Ltd, and Gaid Management Ltd.

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GUIDE TO UNIT TRUST PRICING. A section explaining how to read unit trust prices, including details on bid and offer prices, and how to calculate the net asset value.

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Main table of unit trusts with columns for Name, Price, Yield, and other financial metrics. Includes sections for 'OTHER UK UNIT TRUSTS' and various insurance-related trusts.

INSURANCES

Table of insurance-related unit trusts, including various life assurance and general insurance products, with columns for Name, Price, and Yield.

Continued on next page

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BERMUDA AUTHORIZED

OFFSHORE INSURANCES

MANAGEMENT SERVICES

OFFSHORE AND OVERSEAS

GUERNSEY AUTHORIZED

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FT UNIT TRUST INFORMATION SERVICE

Table of FT Unit Trust Information Service listing various unit trusts, their managers, and performance metrics.

LONDON SHARE SERVICE

Table of London Share Service listing various British funds, foreign bonds & rails, and other financial instruments.

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Money Market Trust Funds

Table listing Money Market Trust Funds with columns for fund name, manager, and performance.

Money Market Bank Accounts

Table listing Money Market Bank Accounts with columns for bank name, account type, and interest rate.

UNIT TRUST NOTES: Detailed text providing information and disclaimers regarding unit trusts.

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Table of American stock prices including companies like IBM, Microsoft, and Intel.

Table of Building, Timber, and Roads stock prices including companies like Balfour Beatty and Amstar.

Table of Electricals stock prices including companies like General Electric and Westinghouse.

Table of Engineering stock prices including companies like Boeing and Lockheed Martin.

Table of Industrial (Miscel.) stock prices including companies like Johnson & Johnson and Pfizer.

Table of Industrial (Miscel.) stock prices including companies like Amgen and Genentech.

CANADIANS

Table of Canadian stock prices including companies like Alcan and Inco.

BANKS, HP & LEASING

Table of Banks, HP & Leasing stock prices including companies like Citicorp and Citicredit.

CHEMICALS, PLASTICS

Table of Chemicals and Plastics stock prices including companies like Dow Chemical and Eastman.

FOOD, GROCERIES, ETC

Table of Food, Groceries, Etc stock prices including companies like Unilever and Nestle.

DRAPERY AND STORES

Table of Drapery and Stores stock prices including companies like Debenhams and Next.

HOTELS AND CATERERS

Table of Hotels and Caterers stock prices including companies like Whitbread and Intercontinental.

HIRE PURCHASE, LEASING, ETC

Table of Hire Purchase, Leasing, Etc stock prices including companies like Fleetline and Finance.

BEERS, WINES & SPIRITS

Table of Beers, Wines & Spirits stock prices including companies like Carlsberg and Heineken.

INSURANCES

Table of Insurances stock prices including companies like Prudential and Sun Life.

INDUSTRIALS (Miscel.)

Table of Industrial (Miscel.) stock prices including companies like Amgen and Genentech.

BUILDING, TIMBER, ROADS

Table of Building, Timber, Roads stock prices including companies like Balfour Beatty and Amstar.

ENGINEERING

Table of Engineering stock prices including companies like Boeing and Lockheed Martin.

AMERICANS - Cont'd

Table of American stock prices including companies like IBM, Microsoft, and Intel.

BUILDING, TIMBER, ROADS

Table of Building, Timber, Roads stock prices including companies like Balfour Beatty and Amstar.

ELECTRICALS

Table of Electricals stock prices including companies like General Electric and Westinghouse.

ENGINEERING - Cont'd

Table of Engineering stock prices including companies like Boeing and Lockheed Martin.

INDUSTRIALS (Miscel.) - Cont'd

Table of Industrial (Miscel.) stock prices including companies like Johnson & Johnson and Pfizer.

INDUSTRIALS (Miscel.) - Cont'd

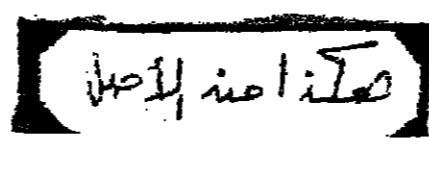
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Table of Textiles stocks including British Land, British Land, British Land, etc.

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Table of Oil and Gas stocks including British Land, British Land, British Land, etc.

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Table of Mines stocks including British Land, British Land, British Land, etc.

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Table of Overseas Traders stocks including British Land, British Land, British Land, etc.

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Table of Land stocks including British Land, British Land, British Land, etc.

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Table of Diamond and Platinum stocks including British Land, British Land, British Land, etc.

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Table of Newspapers, Publishers stocks including British Land, British Land, British Land, etc.

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Table of Paper, Printing, Advertising stocks including British Land, British Land, British Land, etc.

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Table of Shoes and Leather stocks including British Land, British Land, British Land, etc.

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Table of South African stocks including British Land, British Land, British Land, etc.

TEXTILES

Table of Textiles stocks including British Land, British Land, British Land, etc.

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Table of Trusts, Finance, Land stocks including British Land, British Land, British Land, etc.

INVESTMENT TRUSTS

Table of Investment Trusts stocks including British Land, British Land, British Land, etc.

FINANCE, LAND, ETC

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TRUSTS

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TRADITIONAL OPTIONS

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CURRENCIES, MONEY AND CAPITAL MARKETS

CURRENCIES AND MONEY REVIEW

Optimism rises as M0 looks set to fall

The weekly return from the Bank of England recording the number of notes in circulation has assumed a new importance, as financial markets in London look for early signs about the direction of interest rates. Last Thursday's publication of the Bank of England return was the first for the banking month of February. It was eagerly grasped by analysts to help them see into the crystal ball and forecast the rate of monetary growth.

stuck at 7.7 per cent since October. CL-Alexanders Laing & Cruickshank expects January's figure to have fallen to 7.5 per cent, while NatWest Capital Markets and Greenwell Montagu forecast 7.3 per cent.

Within a minute or so of the bank return being published, at 3 pm on Thursday, dealers at Greenwell Montagu had a note on their desks saying "Note circulation down sharply. If maintained suggests M0 growth rate for the month (February) around 6.25 per cent, although only first week out of four so (it is) highly uncertain."

optimism will be reflected in lower base rates? Not until after the Budget on March 14 is the obvious answer, but how near any cut in rates will be to Budget day continues to be a major subject of conjecture. The market will look to the Bank of England for any hints, but the authorities will be careful not to send a premature signal.

If the Bank of England does decide against offering such facilities it could result in a severe squeeze on day-to-day liquidity and a rise in rates at the very short end of the money market. Any short term rise in rates will be only temporary, but could provide a guide to the undercurrents between the authorities and the market. It may indicate a refusal by the authorities to buy bills on a repurchase basis, and the refusal of the discount houses to sell the bills outright.

Colin Millham

Table with columns: Feb.3, Date, Previous, Current. Includes Sterling Index and Euro-Currency Interest Rates.

Table with columns: Feb.3, Rate, Previous, Current. Includes CURRENCY RATES and CURRENCY MOVEMENTS.

Table with columns: Feb.3, Rate, Previous, Current. Includes OTHER CURRENCIES and POUND SPOT-FORWARD AGAINST THE POUND.

Table with columns: Feb.3, Rate, Previous, Current. Includes DOLLAR SPOT-FORWARD AGAINST THE DOLLAR.

Table with columns: Feb.3, Rate, Previous, Current. Includes EXCHANGE CROSS RATES.

Table with columns: Feb.3, Rate, Previous, Current. Includes MONEY RATES.

Table with columns: Feb.3, Rate, Previous, Current. Includes LONDON MONEY RATES.

Table with columns: Feb.3, Rate, Previous, Current. Includes FT LONDON INTERBANK FIXING.

Table with columns: Feb.3, Rate, Previous, Current. Includes BANK OF ENGLAND TREASURY BILL TENDER.

Table with columns: Feb.3, Rate, Previous, Current. Includes WEEKLY CHANGE IN WORLD INTEREST RATES.

Table with columns: Feb.3, Rate, Previous, Current. Includes COMPANY NOTICE.

Table with columns: Feb.3, Rate, Previous, Current. Includes CLUBS.

Table with columns: Feb.3, Rate, Previous, Current. Includes HEALTH CARE.

Table with columns: Feb.3, Rate, Previous, Current. Includes COMPANY NOTICE.

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FT-ACTUARIES WORLD INDICES

Jointly compiled by The Financial Times Limited, Goldman, Sachs & Co., and County NatWest/Wood Mackenzie in conjunction with the Institute of Actuaries and the Faculty of Actuaries

Table with columns: NATIONAL AND REGIONAL MARKETS, FRIDAY FEBRUARY 3 1989, THURSDAY FEBRUARY 2 1989, DOLLAR INDEX. Lists various international stock indices.

Base values: Dec 31, 1986 = 100; Dec 31, 1987 = 115.037 (US \$ Index), 90.791 (Pound Sterling) and 94.94 (Local); Nordic: Dec 30, 1988 = 139.62 (US \$ Index), 114.42 (Pound Sterling) and 125.18 (Local).

EUROPEAN OPTIONS EXCHANGE

Table with columns: Series, Feb. 09, Feb. 16, Feb. 23, Feb. 30, May 09, May 16, May 23, May 30, Aug. 09, Aug. 16, Aug. 23, Aug. 30. Lists various European options.

BASE LENDING RATES

Table with columns: Bank Name, Rate. Lists various banks and their base lending rates.

LONDON RECENT ISSUES

Table with columns: Issue Name, Amount, Date, Price. Lists various London recent issues.

FIXED INTEREST STOCKS

Table with columns: Issue Name, Amount, Date, Price. Lists various fixed interest stocks.

RIGHTS OFFERS

Table with columns: Issue Name, Amount, Date, Price. Lists various rights offers.

CROSSWORD

Crossword puzzle grid with clues and a solution key.

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Handwritten signature and logo for FINANCIAL TIMES.

WORLD STOCK MARKETS

Handwritten note: half price!

FINANCIAL TIMES MONDAY FEBRUARY 6, 1989

Table with columns: Country, Stock Name, Price, Change. Includes sections for AUSTRIA, FRANCE (continued), GERMANY (continued), ITALY (continued), SWEDEN, and CANADA.

Table with columns: Country, Stock Name, Price, Change. Includes sections for AUSTRIA, FRANCE (continued), GERMANY (continued), ITALY (continued), SWEDEN, and CANADA.

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CANADA

Table with columns: Stock Name, Price, Change. Includes sections for TORONTO, CLOSING PRICES FEBRUARY 3, and MONTREAL CLOSING PRICES FEBRUARY 3.

Table with columns: Stock Name, Price, Change. Includes sections for TORONTO, CLOSING PRICES FEBRUARY 3, and MONTREAL CLOSING PRICES FEBRUARY 3.

INDICES

Table with columns: Index Name, Value, Change. Includes sections for NEW YORK DOW JONES and EUROPEAN STOCK EXCHANGES.

NEW YORK ACTIVE STOCKS

Table with columns: Stock Name, Price, Change. Includes sections for NEW YORK ACTIVE STOCKS and TOKYO - Most Active Stocks.

TOKYO - Most Active Stocks

Table with columns: Stock Name, Price, Change. Includes sections for TOKYO - Most Active Stocks and TRADING ACTIVITY.

TRADING ACTIVITY

Table with columns: Stock Name, Price, Change. Includes sections for TRADING ACTIVITY and NEW YORK ACTIVE STOCKS.

NEW YORK ACTIVE STOCKS

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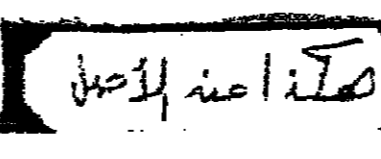
NEW YORK STOCK EXCHANGE COMPOSITE PRICES

4pm prices February 3

Main table containing stock prices, organized into columns with headers like '12 Month High', 'Low', 'Open', 'Close', 'Change', 'Volume', 'Bid', 'Ask', 'Last Sale', 'Settlement', 'Open Interest', 'Bid-Ask Spread', 'Market Depth', 'Market Makers', 'Market Makers'.

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Continued on Page 37



NYSE COMPOSITE PRICES

Main table of NYSE Composite Prices with columns for stock symbols, prices, and changes. Includes a sub-section for 'Continued from previous page'.

OVER-THE-COUNTER

Table of Over-the-Counter prices for various stocks, including columns for stock symbols, prices, and changes.

Nasdaq national market. 4pm prices February 2

ANEX COMPOSITE PRICES

Table of Anex Composite Prices for various stocks, including columns for stock symbols, prices, and changes.

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## The Business Column

Sometimes bigger may be better in Europe

Not before time, a growing body of sceptics is starting to question the doctrine that bigger will automatically mean better in Europe's internal market after 1992. But some of them risk throwing out the baby with the bathwater.

Belief in the need for bigger companies has been growing rapidly across Europe over the past 18 months, not just within governments and the European Commission, but in industry after industry. For manufacturers, one of the main impulses has been fear of inadequate European production scale in the face of US and Japanese competition.

Such worries, plus simple herd instinct, have helped turn the previous trickle of cross-border mergers and acquisitions into a flood. Alliances, too, are being forged almost by the day.

But the rush could be positively harmful to competitiveness, according to a London Business School report. Production scale in most industries in Europe is already large enough to allow efficient operation, it claims. The idea that mass-market production of long runs of standard goods will increase in a single market is also false, the report argues. Instead, diversity of tastes across Europe - within and between national markets - may actually increase.

### Too short a catalogue

The LBS catalogue of industries in which further scale-building can be economically justified is very short - it includes telecommunications and power engineering, both of whose natural concentration processes have been constrained in the past by myopic national purchasing or ownership policies.

The fundamental difficulty with the LBS study is not by how much that list is unacceptably short - as it almost certainly is. The problem is that the academics, like the governments and industrialists they attack, focus almost exclusively on the question of European scale versus diversity in end-products, rather than in intermediates. In other words, they are concerning themselves only with the economics and scale of final assembly plants.

As a few pioneers of pan-European acquisitions, such as Sweden's Electrolux, have demonstrated over the past few years, considerable scale benefits can be achieved higher up the value-added chain, in the production and sourcing of standard components and sub-assemblies. This is true even if the end-products containing such intermediates still have to be tailored to suit the diverse preferences of different countries, and of different market segments. The LBS study hints at this, but does not explore it.

In fragmented markets a large company can also reap scale advantages in the final assembly of certain product lines by creating a cross-border network of relatively small, specialised factories, with all the attendant advantages of better employee relations, fewer skill shortages and lower indirect overheads. In many industries flexible manufacturing techniques, which reduce optimum batch sizes, will at least limit such benefits, not remove them.

Any company which tries to achieve such scale effects, whether through acquisition or internal growth, obviously runs the risk of creating so much complexity that organisational diseconomies outweigh the benefits of large-scale sourcing and production. Plenty of disasters certainly attest to that. But this is not necessarily the outcome, as Eiwelth-Packard, IBM and several other US multinationals have demonstrated for years. It is both parochial and inadequate for the LBS study to cite a few poorly managed British companies, such as the RL car combine (now in new hands as Rover), in evidence for its case that such rationalisation rarely bears fruit.

There is no single truth about optimum scale in Europe. It will vary across industries, product lines, and - most important - organisations.

\* 1982: Myths and Realities, edited by John Kay, Price EIA Centre for Business Strategy, LBS, Sussex Place, London NW1 4SA. Tel: 01-262-3050.

Christopher Lorenz

## THE MONDAY INTERVIEW

# Retiring quietly into the limelight

Peter Montagnon and Will Dawkins speak to Frans Andriessen, the EC's newly appointed External Relations Commissioner

He is an intensely private man of few extra-curricular interests. Like all good Dutchmen he enjoys the occasional cycle ride, but finds little time for that now, although he still enjoys the challenge of giving lectures on subjects like ethics in politics. But now he has a job which will push him into the limelight, possibly even more than his last one as Commissioner in charge of agriculture.

For the next four years he will be the EC's main trade spokesman. It is to his pronouncements that people will be looking for signs of whether Europe will become a fortress in trade terms after the single market introduced in 1992; it is to him they will look for a lead on the Community's commitment to the multilateral trading system and the General Agreement on Tariffs and Trade (GATT), as well as for the shape of relations with the Community's main trading partners, the US, Japan and the members of the European Free Trade Association.

It would be easy, but somewhat rash, to assume that because Mr Andriessen is Dutch and because, unlike Mr de Clercq, he is more at home speaking English than French, he is one of those northern Europeans whose true heart belongs to the ideal of free and liberal trade.

In fact Mr de Clercq is probably less of a protectionist than some of his critics made out. Mr Andriessen knows he has to work within the system and the limits which that imposes. But he believes that, as a Commissioner, he can also operate within that system to achieve change, as his dogged determination in steering through significant reform of the common agricultural policy shows. Where trade is concerned, his philosophy begins with firm support for multilateralism which is couched in stronger language than that normally used by his predecessor.

"We have to recognise that in specific, concrete cases member states in the Commu-

nity are sometimes tempted to go bilateral or to defend their own national interests. That's normal and that will be a constant debate within the Council (of Ministers) itself and between the Council and the Commission.

He says Europe can make a virtue out of its decision not to retaliate against the US sanctions against the European ban on hormones in meat. He says the idea of Fortress Europe is misguided.

"It cannot be in our interest to close ourselves off from the world. Even in agricultural terms we haven't done that. We have, of course, protection; we have Community preferences (for example in trade with Efta and certain developing countries); but we have a great deal of openings as well."

For all these reasons, he believes a solution must be found to the deadlock between the US and the EC over world farm reform. Moreover, it cannot be allowed to derail the Uruguay Round of multilateral trade negotiations. "That price," he says, "would be too high" - even given the special role of agriculture in the EC.

He says the EC is willing to re-examine its own thinking, but a prior condition is that the US must move away from its insistence on an eventual abolition of all trade-distorting subsidies. "If the US continues to take this position, and continues to refuse any measures on short-term reform as long as there is no agreement on their long-term goal, I don't see how we could break this deadlock."

It is wrong to assume that the difficult issues will be resolved by the time the Uruguay Round talks resume in April, or even that an agreement will be reached by then on a definition of a long-term goal for farm reform.

"We should avoid creating an atmosphere in which people now would believe that basically we have to settle the problem in April. That will not

happen. What we have to create in April is a new start of negotiation. That's what it's all about. It's not a matter of judging things, but don't expect that April could bring a basic solution."

Mr Andriessen strongly defends the EC's controversial anti-dumping rules. He says his critics have failed to understand that both in content and in execution the EC is fully within the prescriptions of the GATT, though he hints that the rules might at some stage be applied less rigorously.

"I don't see for the moment that we should change our law, the Community law. The other story is whether we should be prepared to look into the existing law in the GATT framework. I'm not convinced that that is necessary, but if there were general agreement to do that, I don't think we would oppose it."

"Of course there is always some margin of manoeuvre in our application of the law and the assessment of the situations in which you have to apply it. I don't see that we should change our practices at the moment but there is of course an openness of mind in the face of any justified criticism."

One area of trade policy in which he is studiously vague is how the EC should apply its concept of reciprocity in the field of services and other areas currently outside the remit of the GATT. There is "an enormous debate" still going on inside the Community about this, and a first task is to clarify the EC position. But a basic principle is that the EC is not trying to follow the US

increasing role in international trade policy. "This means we have to think in the Community about how we can retain the basic principles of our common agricultural policy in a rapidly changing global situation."

Looking back over his years as Farm Commissioner, he can point to achievements both in terms of establishing price reforms and of opening up the debate on direct income support for farmers which he says should be an element in overall reform, even if the main process is a market-oriented one, involving reduction in support prices.

One of his tasks is to persuade his foreign counterparts that this process does constitute a substantial contribution to world farm reform. But will he be able to make his mark within the Community on trade, so that his own, strongly held, views on multilateralism count?

That is partly a matter of determination and the support of colleagues. "My impression is that in the Community it is arguments (that count); it is political appreciation of the need for something which is on the table. I think it's a matter of perseverance, and perhaps a bit of personal credibility as well."



"I'm prepared to use every element I can to get the Community as multilateral as possible"

of direct sectoral reciprocity.

"That's not what we have in mind but, of course, a certain balance between mutual interests in a negotiated agreement is logical."

It is perhaps inevitable at this early stage in his new role that Mr Andriessen should feel most at home discussing agriculture in this area, awareness of Commission propitieties prompts him to stress that he expects to co-operate closely in the international arena with Mr Ray MacSharry, the new Farm Commissioner.

But farm problems, he believes, are also set to play an increasing role in international

trade policy. "This means we have to think in the Community about how we can retain the basic principles of our common agricultural policy in a rapidly changing global situation."

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## Is there life after the demise of the Bar?

The much-advertised ability of barristers to think on their feet has not been born out by last week's spectacle. In pleading that the Bar is sacrosanct and ought to be declared eternal, many barristers, including some leaders of the profession, used arguments ranging from exaggeration to obvious misrepresentation of the Green Papers on the Reform of the Legal Profession, published on January 25.

The shock at the audacity shown by the Government in tackling lawyers' restrictive practices, produced a stream of insinuations. Lord Mackay, the Lord Chancellor, was applying Scottish principles to the pragmatic English. He was innocently misled, said others; his hand was forced by Mrs Thatcher and her acolytes. She had spent too short a time at the Bar to know how it worked (this in print) and this was revenge for some personal pique dating from the time she was there (this added only by word of mouth).

"A betrayal of Conservative principles," shouted the Association of Conservative Lawyers. "Cynically populist proposals," pontificated Lord Rawlinson, concluding that these might be but a short step to - horror of horrors - a Minister of Justice, answerable to the Commons.

It would be uncharitable to ignore the distress which even the very rich and successful can suffer and which prompted this outburst. But such an irrational *cri de coeur* does not call for an answer. However, some more rational arguments against the reform proposals were also advanced and these need to be looked into.

First, there is the argument that the admission of qualified solicitors and other lesser breeds to advocacy would dilute its present excellence and deny the citizen the Rolls-Royce treatment which he can now expect. This makes too many false assumptions. There are great variations between the ability and experience of individual barristers, no less than between solicitors, patent agents, or doctors. I have listened to some brilliant barristers, but also to some very awkward ones with only a smattering of law. And once, to one who behaved as there was for the other side, until Lord



A.H. HERMANN

Deming gently put him right.

Alongside excellent counsels' opinions, one can find others which are as a disaster for the client. There is nothing Rolls-Royce about the Bar's contribution to justice, except its cost. Certainly not its slow pace, sometimes due to barristers' reading papers in court for the first time, and to the encouragement of "redshirts".

Nor do all outstanding barristers make excellent judges. In the criminal courts some cannot overcome the habit of identifying with one of the parties - the male or the police - and in the civil courts they often fail to see the wood for the trees. They are incorruptible, but this is not enough.

The Bar and its judges also have a historical responsibility for allowing suspects to be convicted on the basis of a "confession" recorded by the police, and for a method of construction which allows an insured to be made to bear the penalty for an unauthorised insurer.

Much has been said about the special relationship of trust between barristers and judges. But the club loyalty between them can be bad for the client, if it results in the judge being reluctant to point out the advocate's shortcomings or curtail his long speech-making.

Local solicitor-advocates in the provinces could gain the same trust and, in addition, serve the client better because of familiarity with the ways of the local court.

Another often-heard assertion is that the big law firms would recruit the best advocates, leaving only second-class barristers to serve the smaller firms and their clients. It is, however, unlikely that the prima donnas of the Bar would

give up their extremely lucrative franchises rich clients go to the big law firms anyhow; and the not-so-rich cannot afford to pay £8,000 for two days in a magistrates' court with much higher costs for international arbitration.

Moreover, it is a delusion to believe that solicitors always select the best counsel available for their client. Many have a semi-permanent relationship with particular chambers, leave it to the clerk to give the brief to whoever is free, and often find that the brief was passed at the last minute to someone else who did not have much time to read it.

Finally, there is the sledgehammer argument that the proposed reform would put advocates in the Government's pocket. The Bar sticks to this although it now admits that advocates would not be licensed by the Lord Chancellor or its disciplinary committee, but certified by any recognised professional organisation, including the Bar. True, these professional bodies would have to satisfy a statutory minimum code of conduct but this does not have to be a bad thing at all. Why an advocate certified by the Law Society should be more exposed to "indirect pressure by the Government" than one certified by the Bar has not been explained.

Much is made of the threat to the "separation of powers and independence of the Bar and the judiciary." But when it comes to magistrates, siks and judges there is no separation of powers in the UK. They are not elected, but appointed - by the Lord Chancellor, who is himself both a judge and a member of the Cabinet.

If there are no better arguments than this, the case is very weak; there are, but the leaders of the Bar are unable to see them, it is no stronger. It all boils down to this: if the barristers are as good as they say, and some are, they will have no difficulty in competing with other advocates when the public has direct access; and those that are not so good will have to improve or leave advocacy. It will be a much fairer pruning of the profession than that currently achieved by the refusal of tenancies in the overcrowded chambers monopolising the higher courts.

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